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ABSTRACT

A survey was developed for the Systems and Procedures Exchange Center (SPEC) to gather information on how Association of Research Libraries (ARL) academic libraries set salaries for new hires and how these libraries determine salary adjustments for professionals after employment. The survey was mailed to 103 ARL libraries, with 87 institutions responding. As with all university employees, the employment category determines the initial salary range and future increases. Twenty libraries classify librarians on the same basis as faculty, although the majority have a different pay scale. Just over half used a salary plan, and 17 have a collective bargaining agreement. Salaries were negotiated without any set plan, but with a concern for equity, by 52 responding institutions, but 37 used limits of a salary plan. The most important change librarians wanted to make was to obtain better funding, followed by tying the plan to performance and merit. Salary setting policies from the University of Alberta, Brown University, the University of Cincinnati, Kent State University, McMaster University, Queens University, and Temple University are presented. A flyer which summarizes the kit is also included. (Contains 6 references.) (SLD)

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SPEC

SYSTEMS AND PROCEDURES EXCHANGE CENTER

Kit 177

Salary Setting Policies in ARL Libraries

September 1991

ED 364 240

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The Systems and Procedures Exchange Center (SPEC) gathers, analyzes, and distributes information on the management of human and material resources in libraries today. Established in 1973, SPEC serves as a central exchange among ARL members for information useful for strengthening library operations and programs. Through survey and review processes, SPEC gathers valuable information on current library issues, trends, and management techniques. The goals of the SPEC program are to identify expertise and encourage its exchange among library professionals, promoting experimentation, innovation and improved performance in the field of library management.

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SPEC
SYSTEMS AND PROCEDURES EXCHANGE CENTER

Flyer 177

Salary Setting Policies in ARL Libraries

September, 1991

INTRODUCTION

Salaries and salary setting policies continue to be important issues for professional librarians. Institutions which find themselves paying below the median salaries reported in the annual ARL Salary Survey often use this data to lobby for better funding for salaries; local market studies are done and peer institutions are contacted to determine market-based salaries. However, once this data is compiled, how is it applied?

This survey was developed to gather information on how ARL academic libraries set salaries for new hires and how these libraries determine salary adjustments for professionals after employment.

SURVEY RESULTS

A survey was mailed to 103 ARL academic libraries in June 1991, with 87 institutions responding (84%). The survey focused on five areas:

1. Employment category of librarians.
2. Whether or not a salary plan is in place.
3. How initial salaries are set at time of hire.
4. Whether or not department heads are compensated differently.
5. The criteria or factors used to determine individual salary adjustments for merit, promotion or internal equity.

Because several questions asked for multiple responses, some results reported below add up to more than 100%.

Employment Category. As with all university employees, the librarians' employment category, i.e., faculty, staff or administration, determines their initial salary range as well as any future salary increases. Twenty universities include librarians on the same scale as faculty, although several respondents qualified their answers by stating each academic unit used its own salary range, often driven by market value. Of those institutions using a different pay scale than faculty, 14 class librarians as a separate group, while the remaining responses classify librarians with either staff, administrative personnel or professional employees. Twelve libraries described their group as some variant of "academic professional" or "exempt professional."

Salary Plan. When asked if their library used a salary plan, 43 replied yes, 40 said no. Of those acknowledging some sort of plan, 17 libraries had a collective bargaining agreement, either with AAUP or another body. Other responses included using an established system, only setting beginning salaries, or being strongly discouraged by the university administration from establishing salary scales.

The survey asked those libraries with a salary plan to provide additional information on how they set and adjusted base salaries. Responses indicated the library administration set base salaries in 32 libraries, the university personnel system set bases in 21, and 17 used collective bargaining. Collective bargaining agreements comprised most of the salary plan documentation returned with the surveys. Three libraries commented they set base salaries only for entry-level librarians.

How often and by how much the libraries (or university or other body) adjusted base salaries was the next question. Five libraries adjust the base every year. The amount of adjustment varies from year to year in 18 libraries, while in 17 libraries the adjustment is part of the collective bargaining agreement. Nine libraries commented that the adjustment ranged from 4% to 6%, based on the amount available in previous years. Eight libraries commented that any adjustment depends on funding available to the institution.

Initial Salaries. Responses to how libraries set starting salaries showed 52 libraries negotiated salary without any set plan, but with concern for internal equity. Thirty-seven libraries set initial salaries within the limits of a salary plan and 19 negotiate salaries freely on the merits of the applicant. Six libraries commented that the director holds sole discretion for determining the initial salary. Since respondents were asked to include all of the methods used, multiple responses are reported.

Although salary setting procedures for new hires varied considerably among responding institutions, most reported negotiating with the applicant within a pre-

ASSOCIATION OF RESEARCH LIBRARIES OFFICE OF MANAGEMENT SERVICES

determined range. Internal equity seems to be the most important factor in setting a range, but several other factors received mention, including experience (15) and some variation of "individual merit" (12). In many cases libraries used these criteria to establish a grade or rank for the new librarian, with a specific salary for each rank. Other factors such as market equity, special skills and supervisory responsibilities also play a part in determining the salary offer within the specified range.

Department Heads. Responding to the question whether or not department heads received a stipend or other additional compensation, 47 answered yes, and 39 said no. The methods reported for compensation of department heads included a straight percentage increase (usually 5%), a stipend (usually $3,000) and separate ranks and salaries. Some institutions commented that the initial salary offer to a department head reflected a differential for administrative responsibility.

Salary Adjustments. The survey also asked respondents to indicate which factors influenced salary adjustments for librarians already employed, identifying three distinct types of adjustments: merit, promotion and internal equity. The factors most often cited as influencing merit adjustments included performance (81), professional development (50), service (30) and level of responsibility (27). Other responses indicated supervisory responsibility (19), subject expertise (17), total years of experience and years of service within the system (16 for each), other degrees (14) and language skills (9) played a part in merit decisions. In addition, 9 libraries commented that they considered research and scholarship and 6 considered professional contribution.

When considering promotability, respondents stressed performance (65), professional development (55), service (35) and level of responsibility (35). Total years of experience (31), subject expertise (27), other degrees (26), years of service within the system (22) and language skills (12) also receive consideration. As with merit increases, some libraries added research and scholarship (11) and professional contribution (7) as important promotional factors.

For internal equity adjustments, 41 libraries indicated total years of experience as an important criterion. Respondents also frequently cited the level of responsibility (35), performance (34), and total years of service within the university system (33). Another factor was comparisons with peer institutions (6), although some responses did not clarify if the library or university used only comparisons with peer institutions or also included inter-organizational comparisons as well. Gender played a role in internal adjustments at five of the institutions, perhaps indicating a trend toward alleviating past inequities in compensation.

The most important change libraries wanted to make in their current plan was to obtain better funding (13), followed by tying the plan to performance and merit (6). Other desired changes included a stipend for department heads (4), alleviating salary compression (3), moving to a step system (3), and setting minimum salaries for each level (2). Some libraries indicated satisfaction with their current plan while others wanted to develop a new or different plan. Only two libraries reported using multiple regression analysis to determine internal equity for salary adjustments. We were unable to obtain more information from these institutions on their formula-driven salary plans. This method for setting salaries needs more study and analysis.

The survey question concerning advice to libraries devising a salary plan elicited a variety of responses. Most respondents said "keep the plan flexible" to reward outstanding individuals. Clearly many respondents opposed a rigid plan tying salaries only to longevity. A flexible plan would allow libraries to respond to external market considerations and internal equity. A salary plan based on performance was the second most common response. Another comment that appeared frequently was to make the plan simple and easily understandable. A simple, well-documented plan avoids the appearance of secret formulas or practices and helps promote better morale.

ISSUES AND TRENDS

Salary issues in academic libraries are a matter of concern to many institutions and have an impact on recruiting, retaining, and rewarding qualified professionals. In addition academic libraries are faced with issues of quality of work life and cultural diversity, which add to the complexity of internal equity. Based on the response to this questionnaire, a wide variety of plans and procedures are in place and no single plan emerged as a model. Structured plans with clearly defined salary levels and a well-documented system for moving from level to level are found in only a few of the responding libraries. More investigation is needed in the use of multiple regression analysis to calculate salary inequities and create salary adjustment plans. Although it is encouraging to find the majority of institutions consider academic librarians as faculty or recognize them as a unique group, it does little good if librarians' salaries continually end up at the bottom of the scale.

This kit and flyer was compiled by the Compensation Committee of Librarians' Council at Arizona State University, Tempe. Committee members were Kenneth Furuta, Helen B. Josephine, (chair), David Reynolds, Rebecca Uhl, and Annette Voth. This Kit was prepared as part of the OMS Collaborative Research/Writing Program.

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SPEC
SYSTEMS AND PROCEDURES EXCHANGE CENTER

Kit 177

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September 1991

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ASSOCIATION OF RESEARCH LIBRARIES OFFICE OF MANAGEMENT SERVICES

SURVEY RESULTS

ASSOCIATION OF RESEARCH LIBRARIES
OFFICE OF MANAGEMENT SERVICES
1527 New Hampshire Avenue, N.W., Washington, D.C. 20036
202-232-8656 FAX 202-462-7849

TO: SPEC Liaisons

FROM: C. Brigid Welch, Program Officer for Information Services
Helen Josephine, Arizona State University

DATE: 1 June 1991

SUBJECT: SPEC Survey and Call for Documents

This SPEC survey is designed to gather data and documentation on how ARL libraries set salaries for beginning professionals and how salaries are determined for professionals once they have been employed beyond the beginning step.

In addition to responding to the questions below, please include copies of documentation relating to your library's salary plan (e.g., policies, procedures, salary schedules). In some instances, the answers to the questions below may be included in the documentation. Please feel free to refer to the material (by page number) in place of writing an answer.

Please return this questionnaire and documentation by July 10, 1991, to: Helen Josephine, 107 Hayden Library, Arizona State Library, Tempe, AZ 85287-1006.

SPEC SURVEY - SALARY SETTING

Library/Institution: ____________

Contact Person: ____________

Title: ____________ Telephone: ____________

1. What is the status of librarians on your campus? Please state that status and the titles used. (EXAMPLE: Status: Academic. Titles: Librarian 1, Librarian 2, Librarian 3). Use back of this sheet if necessary.

   Status: ____________

   Titles (Ranks): ____________

2. Are the librarians on your campus paid on the same scale as faculty?

   20 yes 65 no

   If no, please list the name of the group to which librarians belong for salary determination (e.g., academic professionals).

3. Does your library have a salary system/plan?

43 yes

40 no

If yes, please enclose any documentation which describes the number of levels or ranks in the plan and how the levels or ranks are determined.

4. If your library has a salary system, we are interested in how the base salaries for each level are set and adjusted. Please respond below:

a. Who determines the base salary for each level? (Check all that apply):

21 university personnel system
4 state personnel system
7 other (please describe):
17 collective bargaining agreement
32 library administration

b. How often are the base levels adjusted?

Every _____ year(s) OR Every _____ month(s)

c. By what amount or percentage are they adjusted? _____% OR _______________

Please enclose documentation or describe briefly the mechanism for adjusting the base levels for each rank.

5. What criteria or factors are used to determine individual salary adjustments for merit, promotion, or internal equity? Please check all that apply.

MERIT
81 performance
27 level of responsibility
17 subject expertise
9 language skills
50 professional development
13 others (please list):
19 supervisory responsibility
16 total years of experience
16 years of service with system
14 other degrees
32 service

PROMOTION
65 performance
35 level of responsibility
27 subject expertise
12 language skills
55 professional development
20 others (please list):
19 supervisory responsibility
31 total years of experience
22 years of service with system
26 other degrees
35 service

INTERNAL EQUITY ADJUSTMENTS (money given to the library for special adjustments, or plans/formulas developed to seek such funding)
34 performance
35 level of responsibility
8 subject expertise
8 language skills
13 professional development
26 others (please list):
23 supervisory responsibility
41 total years of experience
33 years of service with system
16 other degrees
10 service

6. How are salaries determined at time of hire? Check all that apply:

37 Negotiated within set limits of a salary plan
52 Negotiated without a salary plan, but with concern for internal equity
19 Negotiated freely on the merits of the applicant

Please enclose any documentation on determining salaries at time of hire, or describe briefly procedures in place. (Use the back of this sheet if necessary.)

7. Are department head positions compensated differently?

47 yes 39 no

Please enclose any documentation on compensation for department heads, or describe briefly procedures in place. (Use the back of this sheet if necessary.)

8. If you could change one thing about your current plan, what would it be? (Use the back of this sheet if necessary.)

9. What advice could you give to a library devising a salary plan? (Use the back of this sheet if necessary.)

Please return the completed survey and appropriate documentation by July 10, 1991 to:

Helen Josephine
Hayden Library, 107
Arizona State University
Tempe, AZ 85287-1006
telephone: (602) 965-4636
fax: (602) 965-7690

SALARY SETTING POLICIES

Article 9 Salary Increments and Promotions

9.00 The performance of a staff member shall be reviewed annually by the Library Salaries and Promotions Committee (LSPC) in accordance with this Article.

9.01.1 The review of a staff member's performance shall be based on a consideration of the following categories:

a. professional performance, including the discharge of subject, activity, materials, or management responsibilities;

b. knowledge of the discipline and specialization;

c. contribution to division, the Library, and the University;

d. professional conduct;

e. professional or scholarly-related research and publication where applicable;

f. contribution to professional and academic bodies and public service.

9.01.2 The Library Council shall establish standards according to which the performance of staff members will be evaluated for the awarding of increments and for promotion from Librarian 1 to 2 and from Librarian 2 to 3. The standards for promotion to Librarian 3 shall be more rigorous than those for promotion to Librarian 2. These standards shall enable the LSPC to evaluate professional performance across its full range. Increments and promotion are awarded for merit in performance and not on the basis of time in service. The statement of standards and amendments thereto shall be submitted to the Vice-President (Research) for review. If the Vice-President (Research) agrees that the standards and amendments thereto conform with the requirements of this agreement, they shall be filed with the Association, the Office of the Vice-President (Research) and shall be available to staff members. Such statements may be amended from time to time.

9.02.1 The composition of the LSPC shall be: The Chief Librarian as chairman, three tenured staff members who hold the rank of Librarian 3, or higher, elected by the Library Council and three tenured staff members who hold the rank of Librarian 2, or lower, elected by the Library Council. The Library Council shall determine the term of office of the elected members.

CLASSIFICATION REVIEW ADVISORY COMMITTEE

REPORT

April, 1988

Sylvia Chetner, Chair
Kathy Carter
Kathleen DeLong
Tina James
Sieglinde Rooney
John Teskey

CLASSIFICATION REVIEW ADVISORY COMMITTEE

REPORT

I. MEMBERSHIP

Sylvia Chetner, Chair
Kathy Carter
Kathleen DeLong
Tina James
Sieglinde Rooney
John Teskey

II. TERMS OF REFERENCE

1. To review the classification of all librarians 3 to 6.
2. To review the classification of librarians 1 and 2 as requested.
3. To evaluate each position according to the recommended methodology developed by the ad hoc Committee on Classification.
4. To recommend to the Chief Librarian, changes in classification where appropriate.
5. To recommend a procedure for the monitoring and ongoing evaluation of classification requests.

III. REVIEW PROCESS

The review process consisted of four phases.

1. Phase I - Clarification/Orientation

   a. Discussion and clarification of the Committee's mandate.

   b. Preparation for examination of the rating instrument. Committee members attended a half-day training session on the use of the Aiken Plan used to evaluate support staff positions. Peter Chung, project coordinator for the Support Staff Job Evaluation Study, introduced the Committee to concepts and general principles used in rating jobs. Even though the Aiken Plan uses different criteria, the orientation was a useful introduction.

   c. Examination and discussion of the methodology developed and recommended by the 1984 Advisory Committee on Classification (ACC) followed.

   d. Collection of position descriptions for all librarian positions. Position descriptions were received from April until December, 1987.

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2. Phase II - Sample Rating

   a. Initial rating of a sample of position descriptions. The sample chosen included a representative set of classification levels for both technical and public service positions. This sample rating enabled the Committee to identify problems with the methodology as well as the rating instrument. Through discussion some points were clarified and the 'qualifications' factor eliminated from the criteria. The Committee unanimously agreed that this factor failed to differentiate sufficiently positions with very similar requirements. In consequence, the 1984 ACC criteria were revised.

   b. The sample set of positions was rated again on the basis of the revised instrument. Further clarification and refinement followed. The entire process resulted in

      i. a set of criteria and rating instrument deemed appropriate for the University of Alberta Library's circumstance. (Appendix I)

      ii. a plus or minus rating being assigned to modify the rating in some instances. This required the addition of explanatory notes to some of the criteria.

      iii. consensus that all Committee members were approaching the review process in a similar manner, thus ensuring consistency.

3. Phase III - Rating

   a. Rating of: i. all positions classified 3 to 6
      ii. all unclassified 3 positions
      iii. positions at the 1-2 level submitted for review

   Each Committee member rated all positions. These individually prepared ratings were examined and discussed in meetings, ensuring that the Committee reach consensus on all ratings.

   The Committee considered such detailed joint analysis an indispensible component to ensuring overall equity.

4. Phase IV - Examination of Results

   a. A series of meetings focussed on what constituted a point factor evaluation system (F.E.S.). A F.E.S. rates positions on a select number of individual factors such as skill, effort, responsibility, working conditions. Each factor used, is assessed as providing a basis for differentiating between positions.

It should be noted that normally a job evaluation system is used to assess a wide variety of positions - e.g. support staff. In this instance, the Committee was asked to review positions from a single "job family" and, indeed, only a portion of those. Hence, some factors such as 'working conditions', 'qualifications' do not provide useful information in order to differentiate positions and establish relativity.

Once crucial factors had been identified, they are assigned a weighting which determined the relationship among factors and hence the actual point rating.

The rating instrument resulting from Committee deliberations consists of three major and six sub-factors:

Weighting	Factor		
	Major	Sub	
55%	Scope	Responsibility	Independence
25%	Relationships	Internal communication	External communication
20%	Supervision	Character	Numbers supervised

b. The rating results were examined and cross validated by comparing non-numeric results with numeric ratings. Such comparison ensured equitable application of criteria to all positions under review.

c. Consideration of and discussion on establishing appropriate levels and position groupings.

After charting the results on a scattergram the Committee identified position clusters. This was one of the Committee's most difficult tasks: the decisions taken at this stage determined the point where a position should be classified.

Having determined the base for classified positions, the Committee determined the remaining levels of Librarian 4 to 7.

d. Consideration of issues arising during rating process.

Some of the issues discussed included the following:

- i. How should classification of project positions be handled?
- ii. What would happen when an individual in a senior classified position wishes to move to another position which may not be at the same level?
- iii. What mechanisms should be developed to keep position descriptions current?
- iv. What revisions should be made to the position description form?
- v. What procedures should be developed for maintenance or ongoing review of position classification?

IV. RECOMMENDATIONS

The recommendations focus on six major areas.

The Committee recommends that:

1. A procedure for monitoring and ongoing evaluation of classification requests be established and that
   - a. an advisory committee be appointed by the Chief Librarian for the purposes of ongoing evaluation of classification requests.
   - b. membership on this committee reflect the various service components of the Libraries and varying position levels.
   - c. continuity of this committee be provided by the ongoing membership of the Personnel Officer and by overlapping the terms of office of committee members.
   - d. requests for review be directed to the Chief Librarian from the Area Coordinator concerned. Requests would then be sent to the committee for review and committee recommendations returned to the Chief Librarian for a decision.
   - e. the current developed rating instrument be used to review requests.
   - f. the committee not be required to issue reasons for its decisions.
2. A review procedure for current ratings be established and that
   - a. any request for reassessment or review of the current committee's rating of positions be made through the librarian's supervisor and Area Coordinator to the Chief

b. any requests for reassessment or review of the current Committee's rating of positions be handled by the current Committee. (This takes advantage of the current Committee's expertise.)

3. Position descriptions

a. be kept current and on file with the Personnel Officer.

b. be updated at annual performance appraisal time.

4. New positions

a. be subject to a preliminary review by the committee to recommend on the classification level of the position.

b. be reassessed after one year to confirm/revise the preliminary recommendation regarding classification level.

5. Project positions

a. be subject to a preliminary review by the committee to recommend on the classification level of the position.

The Committee recommends further that:

b. if a librarian of higher rank is assigned to a project position the individual not be reduced in rank.

c. if a project position is assigned to a librarian at a lower rank, reimbursement be provided by an honorarium equivalent to the difference between the current and the base salary of the classification for the project position.

b) and c) are dependent on the expected term of the project. In the case where a multiyear term is forecast, adjustment to these recommendations may be necessary to effect more permanent change.

6. Position changes be handled as follows:

When an individual moves from a position classified at a higher level into one classified at a lower level:

a. when the move is initiated by the request of the individual that the salary be commensurate with the level of the position into which the individual is moving.

b. when the move is initiated by the request of the Library that the salary level of the individual be established by the Chief Librarian and the individual in question.

UNIVERSITY OF ALBERTA

RATING INSTRUMENT*

FOR CLASSIFIED POSITIONS

SCOPE

* **Responsibility**

This factor describes the actual scope and complexity of the position in terms of administration, problem solving and/or application of specialized skills or knowledge.

Administration includes responsibility for planning, initiating and implementing programs to meet library objectives, and/or organizing and coordinating work functions. Problem solving includes responsibility for recognizing, defining and resolving matters arising from the work situation.

The complexity (including bibliographic complexity), number and magnitude of activities are considered in both aspects.

* **Independence**

Extent of independence and degree of freedom of action in carrying out the responsibilities of the position.

RESPONSIBILITY

1. Responsibility for planning and scheduling one's own work and carrying out assignments within established policy

   AND/OR

   The problem solving component is fairly minor, requiring little imaginative interpretation.

2. Responsibility for carrying out library policy, and achieving objectives where some judgement is required

   AND/OR

   Problem solving assignments are usually clearly defined, but require some analytical ability and imaginative interpretation.

3. Responsibility for carrying out assignments and interpreting and contributing to the development of library policy at the unit level

   AND/OR

   Responsibility for performing assignments using varied and complex procedures and requiring analytical ability and a degree of resourcefulness

   AND/OR

   Responsibility for applying highly specialized knowledge, or technical or language skills by providing consultation or instruction throughout the library system.

* Instrument is based on plan developed by McMaster University

4. Responsibility for coordinating, interpreting, implementing and contributing to the development of library policy at the area or division level

   AND/OR

   Responsibility for analyzing and resolving complex and non-repetitive assignments within broadly defined procedures involving solution of many problems, requiring analytical ability, imagination and resourcefulness in the definition and solution of the problem

   AND/OR

   Responsibility for the ongoing application of highly specialized knowledge, or technical or language skills at a level recognized internally as well as by professional associations, or demonstrated through professional or scholarly publication, presentation or consultation.

5. Responsibility for developing, coordinating and interpreting library wide policy

   AND/OR

   Responsibility for broadly defined and far reaching assignments requiring a high degree of analytical ability, imagination, resourcefulness, interpretation and coordination of reports and other information gathered from various sources.

SCOPE

* Responsibility

This factor describes the actual scope and complexity of the position in terms of administration, problem solving and/or application of specialized skills or knowledge.

Administration includes responsibility for planning, initiating and implementing programs to meet library objectives, and/or organizing and coordinating work functions. Problem solving includes responsibility for recognizing, defining and resolving matters arising from the work situation.

The complexity (including bibliographic complexity), number and magnitude of activities are considered in both aspects.

* Independence

Extent of independence and degree of freedom of action in carrying out the responsibilities of the position.

INDEPENDENCE

A. Independence to perform within established policies and procedures. Only major problems handed over to a supervisor.

B. Within the work unit policy, has latitude to set personal work goals, to choose methods of accomplishment and determine appropriate time frames.

C. Within area/division or library system policy, has latitude to set work goals, to choose methods of accomplishment and determine appropriate time frames.

D. Within area/division policy, has latitude to determine priorities and allocate resources to achieve objectives.

E. Within library system policy, has latitude to coordinate priorities and resources to achieve objectives.

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RELATIONSHIPS AND COMMUNICATIONS

This factor refers to the relative importance to the library of the contacts and relationships between the incumbent and others. The factor includes both internal and external contacts, taking into account their frequency, purpose, relative difficulty and importance. Includes personal and telephone contacts and correspondence. Internal[1] and external[2] contacts are rated separately.

* Internal: within the University library system.

* External: includes the university community, the general public, other libraries, professional associations, societies, government departments and agencies, etc.

INTERNAL

1. Contacts are not a normal part of the job requirement, but do occur occasionally.

2. Employee may be required to make occasional contacts outside the work unit to secure, present or discuss data pertinent to an immediate or specific assignment.

3. Frequent contacts with other work units of the library system to discuss problems, submit reports or other data, or to make recommendations
   AND/OR
   Frequent contacts within the area involving consultation or instruction based on specialized knowledge or skills.

4. Frequent contacts involved during consultation on problems, presenting suggestions or recommendations, obtaining cooperation and/or approval of action at the area/division level
   AND/OR
   Contacts may involve consultation or instruction with other areas/divisions reflecting highly specialized knowledge or skills.

5. Contacts required for the coordination of effort (or phases of activity) among areas/divisions, which may have considerable impact on harmonious relations within the library system
   AND/OR
   Contacts, based on highly specialized knowledge or skills, are required to provide consultation or advice throughout the library system.

RELATIONSHIPS AND COMMUNICATIONS

This factor refers to the relative importance to the library of the contacts and relationships between the incumbent and others. The factor includes both internal and external contacts, taking into account their frequency, purpose, relative difficulty and importance. Includes personal and telephone contacts and correspondence. Internal[1] and external[2] contacts are rated separately.

* Internal: within the university library system.

* External: includes the university community, the general public, other libraries, professional associations, societies, government departments and agencies, etc.

EXTERNAL

A. Occasional contacts required to secure, present or discuss data, as may be pertinent to job responsibilities.

B. Frequent contacts to discuss problems, to submit reports or other data or to make recommendations (eg. more reactive rather than proactive).

C. Contacts involving consulting on problems, gathering of information, presenting suggestions or recommendations, in order to obtain cooperation or approval of action.

D. Contacts are required to coordinate efforts between an area library and other institutions (eg. Faculties, Research Institutes, other Universities, etc.) and involve circumstances which may result in loss of goodwill or prestige.

E. Contacts of such a nature that failure in their development and maintenance may result in significant losses or serious damage to the interest and prestige of the library system. (eg. library's commitment to CARL re: NCIP).

SUPERVISION

Responsibility for personnel in a supervisory capacity including all aspects of staff development -- selecting, motivating, training and evaluating. The level of authority is also considered.

Has two dimensions:

- Character: considers the degree and kind or supervisory responsibility from incidental guidance, to system wide allocation of resources.
- Scope: considers the size of supervisory responsibility measured in total number of persons supervised directly or indirectly.

CHARACTER

1. Responsible for the quality and accuracy of one's own work, with only occasional and incidental responsibility for the work of others.
2. Responsible for assigning and checking the work of others, assisting with personnel decisions or advising on the interpretation of procedures and policy.
3. Responsible for a unit of organization involving direct supervisory duties which may not be full time.
4. Responsible for an area/division, coordinating a variety of functions/units; includes the development and maintenance of overall performance standards.
5. Responsible for system wide coordination of programs, including planning of policy for and affecting the utilization of human resources in several area/divisions.

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SUPERVISION

Responsibility for personnel in a supervisory capacity including all aspects of staff development -- selecting, motivating, training and evaluating. The level of authority is also considered.

Has two dimensions:

* Character: considers the degree and kind or supervisory responsibility from incidental guidance, to system wide allocation of resources.
* Number Supervised: considers the size of supervisory responsibility measured in total number of persons supervised directly or indirectly.

NUMBER SUPERVISED

A. Supervises a group of up to four FTE.

B. Supervises a group of from five to eight FTE.

C. Supervises a group of from nine to twelve FTE.

D. Supervises a group of from thirteen to nineteen FTE.

E. Supervises a group of twenty or more FTE.

COMPLETION INSTRUCTIONS

Librarian Position Description Questionnaire

1. **IDENTIFYING INFORMATION** (Section 1)

   This section identifies where the position is located and the incumbent.

2. **POSITION SUMMARY** (Section 2)

   Provide an overview of the position and state the purpose of the position in relation to the Area and/or Division goals and objectives.

3. **POSITION RESPONSIBILITIES** (Section 3)

   List the major areas of responsibility for your position in priority order. For each area of responsibility list the significant associated duties. Ensure that this listing covers the purpose and scope of each area of responsibility. Provide an estimate of the average annual percentage of time spent in attending to each area of responsibility. The following list should simplify time estimates.

   1 hour per day = 14%
   1 hour per week = 3%
   1 day per week = 20%

   2 hours per month = 1%
   1 day per month = 4%
   1 week per month = 23%

   2 days per year = 1%
   1 week per year = 2%
   1 month per year = 9%

4. **CHARACTERISTICS OF POSITION** (Section 4)

   (a) Reporting Relationships

   In relation to the areas of responsibility identified in Section 3:

   - State the reporting relationships and delegated authority.
   - State the extent to which your position has the responsibility to develop, implement and administer policies, programs and operating procedures.
   - State the extent to which you are responsible for the direction or supervision of staff.
   - Indicate which regulations, or policy and procedural manuals exist to guide or prescribe the manner by which your responsibilities are carried out.

.../2

(b) **Decisions/Recommendations**

- Indicate the types of decisions or recommendations made by this position.
- Identify which of these decisions or recommendations are made independently and which are made in conjunction with others.
- In areas where you have the authority to act, indicate the impact, significance or potential ramifications following from these decisions.
- State at what point, to what extent, and in what way these decisions are reviewed or required to be approved by superiors or other officials.

(c) **Contacts**

- State to what extent and in what manner this position interacts with others in order to carry out its responsibilities.
- State the level of those officials with whom contacts occur.
- Indicate the nature and frequency of these contacts, e.g. planning, negotiation, consultation, liaison, and whether the position is required to initiate such contacts.

(d) **Financial and/or Material Resource Responsibility**

- State the amount ($) of the Area budget for which this position is responsible. Group the expenditures by major component; e.g. salary, material, capital, etc.
- Indicate the impact and significance of any financially related decisions which are required to be made by this position.
- State whether these financially related decisions require the approval of others and also indicate in what way and at what point these decisions are reviewed and monitored by others.
- Indicate whether there is responsibility for applying for outside funding or administration of trust funds.

(e) **Qualifications**

- Identify the **minimum** level of **specific** knowledge and abilities, qualifications and **acceptable equivalencies** which a candidate **must possess** in order to effectively carry out the mandate of this position. If previous experience is required, state the type and level of such experience.

5. **ORGANIZATION STRUCTURE OF THE AREA** (Section 5)

Every submission must be accompanied by an appropriate organization chart that indicates the positions reporting to this position and those

.../3

position(s) to which this position reports. The chart should also indicate those other positions that also report to the same supervisor.

6. **CERTIFICATIONS** (Section 6)

Review the foregoing information which you have provided until you are satisfied that the document is a comprehensive and accurate statement of the position's responsibilities and level of authority. You may wish to review this document with your supervisor as that person will be required to approve and counter-sign the submission. Also ensure that any attachments and a current organization chart are included.

This document should be signed by the incumbent, and by the supervisor. The document must also be signed by the Area Coordinator or other relevant supervisor. Once completed this document should be forwarded to John Teskey, Personnel Officer.

April, 1987

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Brown University Library

PERSONNEL PROGRAM
FOR LIBRARIANS

December 1988

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TWO-TRACK SYSTEM: RANKS AND POSITION GRADES

Two-Track:

The Brown University Library has a two-track career system which provides advancement opportunities for librarians. A librarian may move to a higher salary range either (1) by moving to a position which is classified at a higher grade or (2) by performing his/her professional duties at a level which meets criteria for promotion to a higher rank. Every librarian has the opportunity to rise to the highest salary range through either of these two tracks.

Position Grades:

Each librarian position is association with a grade in the University's Exempt Classification System (see Apppendix A-1). Each grade has a salary range assigned to it (see Appendix B-1). In determining the grade related to a position, the following factors are considered: complexity of the skills required for the position; nature and extent of relationships with students, faculty, university administration, Library staff, the general public, and others; responsibility for developing and implementing policies, programs, procedures and services; and supervisory, administrative or budgetary responsibilities. In the Library, professional positions are slotted at Grade 10, 11, 12 and 13.

Professional Ranks:

There are five ranks within the Library's *Personnel Program* (Librarian I through V) to which a librarian may be appointed (see Appendix A-2). When a librarian is hired, the Promotion Review Committee makes a recommendation to the University Librarian as to the rank most appropriate for the librarian, based upon his/her experience, skills and professional achievements. Subsequent promotions to higher ranks must be reviewed by the Promotion Review Committee which makes a recommendation to the University Librarian.

Of the five ranks, Librarians III, IV and V are considered career ranks; a librarian can have appointments with terms up to seven years each, and these will be renewed provided satisfactory performance is maintained. (However, the University reserves the right to lay off, terminate, or reassign such librarians if economic or organizational circumstances so require.) Librarians I and II are associated with limited terms of employment, at the end of which incumbents either advance to the next rank or leave the employment of the Library.

Salary Ranges:

The relationship between the librarian ranks and the salary ranges of the position grades is described below. Each rank is associated with a minimum salary range/grade:

Librarian I - The minimum salary for librarians at this rank is the minimum listed for Grade 10.

Librarian II - The minimum salary for librarians at this rank is the midpoint between the minimum salaries for Grade 10 and 11.

Librarian III - The minimum salary for librarians at this rank is the minimum listed for Grade 11.

Librarian IV - The minimum salary for librarians at this rank is the minimum listed for Grade 12.

Librarian V - The minimum salary for librarians at this rank is the minimum listed for Grade 13.

In the two-track system,, the position held by a librarian does not affect the professional rank to which the individual is appointed or promoted. Since the professional ranks are based upon experience and professional achievements, it is possible, for example, that a Department Head might be ranked Librarian II even though the position of Department Head is classified at Grade 12; that individual would receive a salary in the Grade 12 salary range. On the other hand, a Reference/ Collection Development Librarian with many years of experience and professional involvement might have the rank of Librarian IV; although that position is classified at Grade 10, the individual would receive a salary in the Grade 12 salary range.

RANKS -- LIBRARIAN I

Definition:

This is the beginning career rank of librarianship. Librarian I is assigned to individuals who have completed the required professional and/or graduate training but have little or no professional experience in librarianship. This rank is associated with a limited term of employment, at the end of which the librarian either advances to the next rank or leaves the employment of the Library.

Initial Appointment at Librarian I:

A person whose initial appointment at Brown is at the rank of Librarian I customarily has a Master's degree in Library Science from an ALA accredited library school, but has little or no professional experience. One year of employment credit may be approved at the time of hire for prior related experience and/or advanced education and training that is directly job related in which case the initial year at Brown would be designated Appointment Year 2.

Terms of Appointment:

The minimum salary level for librarians at this rank is Grade 10 of the University's classification scheme. Good performance at this rank will be recognized through merit increases as part of the annual review process, as well as renewal of appointment. A Librarian I is eligible for a maximum of three one-year appointments.

During the initial appointment year (i.e. for a newly hired librarian) an evaluation will take place after three months. Further, an evaluation for appointment renewal will take place five months into each appointment year. Finally, a written annual performance evaluation for the purpose of salary increases will be made in March each year of the appointment at Librarian I. If the evaluations fall due within ninety days of each other, the evaluation for appointment renewal may also serve as the annual performance evaluation.

If at the time of the appointment renewal evaluation the librarian has not achieved the required level of competency, services may be terminated at the end of the appointment. The librarian will be notified of the supervisor's recommendation concerning renewal or non-renewal of appointment six months prior to the termination of the appointment.

Promotion from Librarian I to II:

Usually, three years of experience in the rank of Librarian I are required before promotion to Librarian II. Librarians whose high level of performance warrants it may be considered for promotion to Librarian II, either at their own request or their supervisor's, during their second year as Librarian I. A librarian is eligible for regular promotion from Librarian I to Librarian II at the end of Appointment Year 3. (See "Promotion Review" for procedure.) If not promoted, the librarian will be given notice of non-renewal of appointment. However, the appointment will be extended for a sufficient length of time to insure that six months' notice is given.

RANKS -- LIBRARIAN II

Definition:

This is the interim career rank. Librarian II is assigned to individuals who have demonstrated the ability to carry out competently, and with only general direction, the professional library functions pertaining to a specific area of librarianship. This rank indicates that the individual has shown the ability to master the skills and techniques of librarianship and has the potential for further development and accomplishment. This rank, like Librarian I, is associated with a limited term of appointment at the end of which the librarian either advances to the next rank or leaves the employment of the Library.

Promotion to Librarian II:

In order to be promoted from Librarian I to Librarian II, there must be evidence of the ability to carry out completely, effectively, and with limited supervision the range of professional library functions pertaining to his/her specialization. At the same time, the librarian's potential for further growth should be apparent.

Initial Appointment at Librarian II:

A person whose initial appointment at Brown is at the rank of Librarian II customarily has a Master's degree in Library Science from an ALA accredited library school, plus two to three years professional experience. One year of employment credit may be approved at the time of hire for prior relevant experience and/or advanced education and training that is directly job related, in which case, the initial year at Brown would be designated Appointment Year 2. Newly hired librarians at this rank will have a record similar to the one described under "Promotion to Librarian II."

Terms of Appointment:

The minimum salary level for librarians at this rank is the midpoint between the minimum of Grades 10 and 11 in the University's classification scheme. Good performance at this rank will be recognized through merit increases as part of the annual review process, as well as renewal of appointment. A Librarian II is eligible for a maximum of three one-year appointments.

At least one written evaluation will be made each year of the Librarian II appointment. An evaluation for the purpose of appointment renewal will take place five months into the appointment year. Also, an annual performance evaluation for salary increase is done each March. An evaluation for appointment renewal may also serve as the performance evaluation, if the evaluations fall due within ninety days of each other. If at the time of the appointment renewal evaluation the librarian has not achieved the required level of competency, services may be terminated at the end of the appointment. The librarian will be notified of the supervisor's recommendation concerning renewal or non-renewal of appointment six months prior to the termination of the appointment.

Promotion from Librarian II to III:

Usually three years of experience in the rank of Librarian II are required before promotion to Librarian III. Librarians whose high level of performance warrants it may be considered for promotion to Librarian III, either at their own request or their supervisor's, during their second year as Librarian II. A librarian is eligible for regular promotion from Librarian II to Librarian III at the end of Appointment Year 3. (See "Promotion Review" for procedure.) If not promoted, the librarian will be given notice of non-renewal of appointment or may be given a probationary extension at Librarian II. If employment is to be terminated, the appointment will be extended for a sufficient length of time to insure that six months' notice is given.

RANKS -- LIBRARIAN III

Definition:

This is the principal career rank which all professional staff must attain to remain in the employment of the Library. Librarian III is assigned to individuals who have mastered the skills and techniques of librarianship, have demonstrated a high level of job performance, and made meaningful contributions to the Library. Individuals at this rank have advanced knowledge of a subject discipline or library specialty of importance to Brown.

Promotion to Librarian III:

In order to be promoted from Librarian II to Librarian III, there must be evidence of increasing knowledge, understanding, and skill in performing the duties, and carrying out the responsibilities of one's position. The librarian should have demonstrated an ability to work effectively without supervision, to suggest new methods or procedures, and to foresee problems and recommend means to ovecome them. In addition, the librarian must show a high degree of professionalism and self-motivation, as evidenced by such activities as continuing education, participating on committees, or involvement in professional associations. The person should also be a specialist in a subject discipline or area of librarianship.

Initial Appointment at Librarian III:

A person receiving an initial appointment as Librarian III customarily has a Master's degree in Library Science from an ALA accredited library school, plus four to seven years professional experience. Newly hired librarians at this rank will have a record similar to the one described under "Promotion to Librarian III."

Terms of Appointment:

The minimum salary level for librarians at this rank is Grade 11 of the University's classification scheme. Good performance at this rank will be recognized through merit increases as part of the annual review process, renewable five-year terms of appointment, and eligibility for research leaves.

A Librarian III is eligible for consecutive five-year appointments; reappointments may be for less than five years if job performance has been below expectations. The initial appointment for new employees hired at this rank will be for two years or such other period as is mutually agreeable, but not more than four years.

For the purpose of salary increases, a written performance evaluation will be made each year in March of the Librarian III appointment. An evaluation for the purpose of appointment renewal will take place five months into the final appointment year. If a librarian does not maintain the required level of competency, services may be terminated at the end of the appoint-ment. The librarian will be notified of renewal or non-renewal of appointment six months prior to the termination of the appointment.

Promotion from Librarian III to IV:

Librarians III can be reappointed at this rank for successive terms, or may apply for promotion to Librarian IV. A Librarian III who believes he/she meets the criteria for promotion may initiate the promotion process during Appointment Year 2 or anytime thereafter, but must serve a minimum of two years at this rank before the promotion can take effect. (See "Promotion Review " for procedure.)

RANKS -- LIBRARIAN IV

Definition:

This is the senior career rank. Librarian IV is assigned to individuals who have surpassed the criteria cited under Librarian III and who have demonstrated a consistently high level of job performance, have made significant contributions to the Library, and have been active professionally in a substantive manner. Achievements within the profession would be on a regional or national level.

Promotion to Librarian IV:

In order to be promoted from Librarian III to Librarian IV, there should be evidence that the librarian has made, and continues to make, significant contributions to the Library and to the profession. Contributions to the Library should include mastery of a subject discipline or library specialty, an increasing scope and range of duties and responsibilities, participation on committees and the contribution of ideas for the improvement of library services and functions. Contributions to the profession might include participation in professional organizations (presenting a paper, serving on a committee, or holding elected office), publications within or without the Library system, continuing education (certificate or degree programs) or research.

Initial Appointment at Librarian IV:

A person whose initial appointment at Brown is at the rank of Librarian IV customarily has a Master's degree in Library Science from an ALA accredited library school, plus seven or more years professional experience. Newly hired librarians at this rank will have a record similar to the one described under "Promotion to Librarian IV." Initial appointments at this rank will be made infrequently.

Terms of Appointment:

The minimum salary level for librarians at this rank is Grade 12 of the University's classification scheme. A librarian promoted to Librarian IV whose position is already classified at or above Grade 12 will receive a $2000 salary increase; this increase will be added to the librarian's salary base. Good performance at this rank will be recognized through merit increases as part of the annual review process, renewable seven-year terms of appointment, and eligibility for research leaves.

A Librarian IV is eligible for consecutive seven-year appointments; reappointments may be for less than seven years if job performance has been below expectations. The initial appointment for new employees hired at this rank will be for two years or such other period as is mutually agreeable, but not more than four years.

For the purpose of salary increases, at least one written performance evaluation will be made each year in March of the Librarian IV appointment. An evaluation for the purpose of appointment renewal will take place five months into the final appointment year. If a librarian does not maintain the required level of competency, services may be terminated at the end of the appointment. The librarian will be notified of renewal or non-renewal of appointment six months prior to the termination of the appointment.

Promotion from Librarian IV to V:

Librarians IV can be reappointed for successive terms, or may apply for promotion to Librarian V. A Librarian IV who believes he/she meets the criteria for promotion may initiate the promotion process during Appointment Year 2 or anytime thereafter, but must serve a minimum of two years at this rank before the promotion can take effect. (See "Promotion Review" for procedure.)

RANKS -- LIBRARIAN V

Definition:

This is the topmost career rank to which librarians at Brown can aspire; its attainment is exceptional rather than usual. Librarian V is reserved for the individual who has surpassed the criteria cited under Librarian IV and has served Brown University and the library profession with distinction over a period of time. The individual who reaches this rank will have a record of outstanding job performance, be an innovator or source of positive change within the Library, and make outstanding contributions to the profession. Achievements within the profession would be on a national or international level.

Promotion to Librarian V:

In order to be promoted from Librarian IV to Librarian V, there must be evidence of exceptional accomplishments both at Brown and within the library profession. Contributions to Brown should include a record of innovation and foresight in the development of library services or improvement of library operations, and a prominent leadership role in projects affecting the longterm development of the Library or the University. An individual at this rank would be a recognized national authority in a subject discipline or library specialty who has made outstanding contributions to his/her field of librarianship or subject specialty. He/she may assume a leadership role on a national level in library or professional organizations, may do extensive writing or editing, may teach university courses, or may hold faculty appointments.

Initial Appointment at Librarian V:

Distinctive service to Brown University and the Brown University Library are important components of the Librarian V rank. Consequently, it is not anticipated that initial appointments will be made at this rank.

Terms of Appointment:

The miminum salary level for librarians at this rank is Grade 13 of the University's classification scheme. A librarian promoted to Librarian V whose position is already classified at Grade 13 or above will receive a $2500 salary increase; this increase will be added to the librarian's salary base. Good performance at this rank will be recognized through merit increases as part of the annual review process, renewable seven-year terms of appointment and eligibility for research leaves.

A Librarian V is eligible for consecutive seven-year appointments; reappointments may be for less than seven years if job performance has been below expectations.

For the purpose of salary increases, at least one written performance evaluation will be made each year in March of the Librarian V appointment. An evaluation for the purpose of appointment renewal will take place five months into the final appointment year. If a librarian does not maintain the required level of competency, services may be terminated at the end of the appointment. The librarian will be notified of renewal or non-renewal of appointment six months prior to the termination of the appointment.

Brown University Library
LIBRARIAN POSITIONS

Grade 10:
Archivist for the Christine Dunlap Farnham Archives
Assistant Curator, Anne S. K. Brown Military Collection
Catalog Librarian
Curator of the Slide Collection
Gifts and Collection Maintenance Librarian
Humanities Collection Development Librarian
Pembroke Librarian
Reader Services Librarian, John Hay Library
Reference/Collection Development Librarian
Science Serials Librarian
Serials Catalog Librarian

Grade 11:
Assistant Head, Catalog Department
Assistant Head, Circulation Department
Curator of the Anne S. K. Brown Military Collection
Curator of the Annmary Brown Memorial Collection
Curator of Broadsides
Curator of the East Asian Collection
Curator of the Harris Collection
Curator of Manuscripts
Curator of Printed Books
Head Serials Catalog Librarian
Library Systems/Planning Analyst
Medical Library Coordinator
Music Librarian
Order Librarian
Preservation Librarian
Retrospective Conversion Coordinator
Shared Resources Coordinator
University Archivist

Grade 12:
Head, Acquisitions Department
Head, Catalog Department
Head, Circulation Department
Head, Collection Development
Head, Documents Department
Head, Reference Department
Head, Serials Department
Head Special Collections Librarian
Library Systems/Planning Officer

Grade 13:
Assistant University Librarian for Public Services/Collection Development
Assistant University Librarian for Special Collections
Assistant University Librarian for Technical Services

July 1, 1988
Brown University

SALARY INCREASE GUIDELINES

This year the University has a 5 1/2% budget for merit increases. An additional percentage has been allocated for bringing employees to new range minimums, promotions, job evaluations, and other staffing changes during Fiscal Year 1988-89, bringing the total salary increase pool to 6 1/2% for the year.

The University's compensation program is based on a "pay for performance" (or merit) concept; an individual's performance is the main factor used in determining the amount of the merit increase. It is important to differentiate between levels of performance and to have this reflected by a meaningful percentage difference.

A second factor to consider is how long an employee has been in a particular grade or job. We are suggesting supervisors take a close look at the attached salary worksheet (with explanatory key) and use it to determine where an employee's salary is in relation to the new range midpoint. Based on internal equity and performance, some employees may warrant special consideration. Recommendations are subject to discussion and approval between the Department Head or Chair and the appropriate Senior Officer.

PERFORMANCE RATING	SUGGESTED % INCREASE
Below expectations	0 %*
Meets expectations	2% - 6%
Exceeds expectations	5% and above**

* See number 9 on Instruction Sheet

** Department salary budget must not exceed Senior Officer's budget guidelines.

Agreement.

6.4.2 Persons employed by the University in connection with special grants or for other projects limited in time may receive University appointments, but they must be with qualified titles.

6.4.3 The dean of the college or school concerned shall give written notice to each person appointed to a qualified title, which will state that faculty members serving under qualified titles do not have the right to be reviewed for tenure, and which shall also describe the precise terms of the appointment offered and any conditions placed upon reappointment or promotion. Nothing contained in this Article shall affect the right of the Board of Trustees to grant tenure to any person whose value to the University merit such action.

6.5 Initial Appointment of Librarians

6.5.1 Job descriptions for each new position to be filled within the library systems shall be written by the appropriate library administrator and sent to the Librarians' Reappointment, Promotion, and Tenure Committee. The Committee will review and comment on the job description and recommend the rank or ranks at which the position will be recruited.

6.5.2 The selection and initial appointment of librarians shall be based on the recommendation of search committees. Such committees shall consist of the following: the immediate supervisor of the position to be filled and two librarians, whenever possible elected by the librarians of the appropriate library system using procedures developed by the librarians of the library system. Whenever a library system has fewer than the requisite number of librarians to serve on a search committee, unfilled positions on the search committee shall be filled through an election of librarians in the Bargaining Unit according to procedures developed by librarians in the Bargaining Unit.

6.5.2.1 In those instances in which the position to be filled reports directly to a library administrator, the administrator may designate another person to serve on the search committee in the place of the library administrator.

6.5.2.2 When appropriate, up to three (3) individuals in the University community, one or more of whom may be a member of the library support staff, may be appointed by the library administrator to serve on the search committee.

6.5.2.3 Search committees shall elect their own chairperson.

6.5.3 In those instances in which a search committee and the library administrator cannot agree on the appointment recommendations, the matter shall be referred to the search committee either for reconsideration or for a further search and recommendation.

6.6 Rules and Principles Governing Appointments and Tenure (Unqualified Librarian Titles)

6.6.1 All regular appointments of librarians shall be identified by one of the following titles: Beginning Librarian, Assistant Librarian, Associate Librarian, Associate Senior Librarian, or Senior Librarian. Assignment of a librarian to a rank shall be based upon the tasks, responsibilities, and qualification requirements of the position held, and the experience, professional development, and scholarly and service achievements of the librarian. For all such appointments, the probationary period for continuous full-time service shall not exceed seven years. The satisfactory performance of job responsibilities shall be the primary requirement for the advancement of librarians to a higher rank. In addition, librarians seeking promotion should also demonstrate some scholarly and service accomplishments appropriate to the level of advancement.

6.6.2 Notice and precise terms of appointment, reappointment, non-reappointment, promotion, and tenure shall in each case be given to the individual concerned in writing by the appropriate library administrator at the time of initial appointment.

6.6.3 Appointments shall normally be from the beginning of the academic year. Any appointment made during a year between September 1 and December 31 shall be counted, for the purpose of entitlement to academic leave and as part of the probationary period of service, as commencing on September 1 of that year. An appointment made during a year on January 1 or thereafter shall not be counted for the purpose of entitlement to academic leave or as part of the probationary period of service until the start of the first full year of service.

6.6.4 Normally, initial appointments of librarians are at the Beginning Librarian, Assistant Librarian, or Associate Librarian ranks. The rank of initial appointment shall be based upon the established criteria and depend upon the experience and qualifications of the individual and the nature of the position being filled.

6.6.5 Beginning Librarians shall be appointed for an initial term of one, two, or three years and may be reappointed for additional one or two-year terms for a maximum of four years. No person may gain tenure at the rank of Beginning Librarian. Time spent as a Beginning Librarian shall be counted as part of the probationary period of service leading to tenure.

6.6.6 Assistant Librarians shall be appointed for an initial term of either one, two, or three years and may be reappointed for additional terms of one, two, or three years to a maximum total of seven years of probationary service. No person may gain tenure at the rank of Assistant Librarian.

6.6.7 Associate Librarians shall be appointed for an initial term of either two or three years and may be reappointed for additional terms of two or three years. Service beyond seven years shall be accompanied by a grant of tenure.

6.6.8 Associate Senior Librarians shall be appointed for an initial term of either three or five years unless granted tenure upon recommendation of the Librarians' Reappointment, Promotion, and Tenure Committee. The reappointment of an Associate Senior Librarian at the expiration of an initial five-year or second three-year term shall be accompanied by a grant of tenure. Tenure also may be granted prior to the expiration of a term appointment. Promotions to the rank of Associate Senior Librarian or above shall be accompanied by a grant of tenure.

6.6.9 Senior Librarians shall be initially appointed with tenure unless otherwise stipulated at the time of appointment. Senior Librarians may, under special circumstances, be initially appointed for a term of three years without tenure. The reappointment of a Senior Librarian at the expiration of an initial three-year term shall be accompanied by a grant of tenure.

6.6.10 The probationary periods described above may be modified by the appointee's period of prior service as a professional librarian at another institution or a period of prior non-tenured service as a professional librarian at the University libraries. The matter of how such prior service shall be treated with respect to shortening the probationary period shall be discussed with the candidate prior to initial appointment and the credit, if any, which shall accrue because of such prior service shall be explicitly stated in

the letter of appointment.

6.6.11 Upon the expiration of a seven-year probationary period as defined above, a librarian either shall be terminated or shall be granted tenure. Tenure may be achieved only by grant of the Board of Trustees and only in accordance with criteria and procedures provided for in Article 7. After a librarian has been granted tenure, his or her service shall be terminated only for adequate cause, because of retirement, or because of elimination of a program, department, college, or library pursuant to Article 28, Retrenchment under Conditions of Financial Exigency, or to Article 29, Termination Because of Discontinuation of a Programs Department, College, or Library.

6.6.12 Notwithstanding the items included above, librarians who had received notification of their tenure (continuous appointment) prior to December 4, 1979, may continue to hold tenure at any rank.

6.6.13 The normal contract year for librarians shall be September 1 through August 31. Librarians who desire to be appointed on a ten (10) month [two (2) months leave without pay] basis rather than on a twelve-month basis shall make application in writing for the same to the Library Administrator by March 1 of the preceding academic year. The Library Administrator shall render a decision by June 1.

6.6.14 The conclusion of a binding agreement by a librarian to accept an appointment elsewhere shall be forwarded by prompt written notice to the appropriate library administrator. A librarian should not resign in order to accept other employment without giving written notice at least thirty (30) calendar days prior to leaving the employ of the University. It is recognized that emergencies will occur, and, in such event, the librarian may ask the Library Administrator to waive this requirement and the librarian should conform to his or her decision. This paragraph shall not apply to a librarian who has received notice of termination pursuant to Article 28, Retrenchment Under Conditions of Financial Exigency, or to Article 29, Termination Because of Discontinuation of a Program, Department, College, or Library.

6.6.15 Any librarian appointed with an unqualified title may be offered a qualified appointment only under the following circumstances:

6.6.15.1 Any librarian whose initial appointment to an unqualified title was for three years and who has received notice of reappointment in the same title series may not be offered a qualified title before being reviewed for tenure based on the appropriate criteria according to the procedures described in Article 7.

6.6.15.2 Any librarian whose initial appointment to an unqualified title was for one year or two years and who has received notice of reappointment through the fourth year in the same title series may not be offered a qualified title before being reviewed for tenure based on the appropriate criteria according to procedures described in Article 7.

6.6.15.3 Any librarian whose initial appointment to an unqualified title was for five years may not be offered a qualified title before being reviewed for tenure based on the appropriate criteria according to the procedures described in Article 7.

6.6.15.4 Any other librarian whose initial appointment to an unqualified title was for one, two, or three years, and who has not received notice of reappointment through the fourth year, may be offered a qualified title without review for tenure.

6.6.15.5 The probationary period for any such librarian who accepts a qualified title under the terms of this subsection shall end upon acceptance of a qualified title appointment. The library administrator concerned shall give to each such librarian the notice required by Subsection 6.7.3 of this Article.

6.7 Rules and Principles Governing Appointments and Reappointments (Qualified Librarian Titles)

6.7.1 Qualified titles are those titles in the Field Service, Adjunct, Research, and Clinical series. Librarians with qualified titles do not have the right to request a review for tenure under any provision of this Agreement.

6.7.2 Persons employed by the University in connection with special grants or for other projects limited in time may receive University appointments, but they must be with qualified titles.

6.7.3 The appropriate library administrator shall give written notice to each person appointed to a qualified title, which will state that librarians serving under qualified titles do not have the right to be reviewed for tenure, and which shall also describe the precise terms of

the appointment offered and any conditions placed upon reappointment or promotion. Nothing contained in this Article shall affect the right of the Board of Trustees to grant tenure to any person whose value to the University merits such action.

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ARTICLE 10

COMPENSATION

10.1 Salary Adjustment for 1989-90

10.1.1 Across-the-Board Increase

Each member of the Bargaining Unit who was a member of the Bargaining Unit on June 30, 1989, shall receive a salary increase for the period September 1, 1989 to August 31, 1990 in accordance with the following schedule:

Effective September 1, 1989:

5.0% of 1988-89 base salary plus $458 ($558 for 11 month contracts)

10.1.2 Promotional Increase

Each Bargaining Unit member receiving a promotion effective in 1989-90 shall receive, effective September 1, 1989, an additional increase of two thousand dollars ($2000) or ten percent (10%) of his or her 1988-89 base salary, whichever amount is larger. This promotion increase shall follow determination of minimum salaries for the particular academic rank provided in Article 12, Minimum Salaries.

10.2 Salary Adjustments for 1990-91

10.2.1 Across-the-Board Increase

Each member of the Bargaining Unit who was a member of the Bargaining Unit on June 30, 1990, shall receive a salary increase for the period September 1, 1990 to August 31, 1991 in accordance with the following schedule:

Effective September 1, 1990:

4.0% of 1989-90 base salary plus $487. ($594 for 11 month contracts)

10.2.2 Promotional Increase

Each Bargaining Unit member receiving a promotion effective in 1990-91 shall receive, effective September 1, 1990, an additional increase of two thousand dollars ($2000) or ten percent (10%) of his or her 1989-90 base salary, whichever amount is larger.

10.3 Salary Adjustments for 1991-92

10.3.1 Across-the-Board Increase

Each member of the Bargaining Unit who was a member of the Bargaining Unit on June 30, 1991, shall receive a salary increase for the period September 1, 1991 to August 31, 1992 in accordance with the following schedule:

Effective September 1, 1991:

4.0% of 1990-91 base salary plus $512. ($624 for 11 month contracts)

10.3.2 Promotional Increase

Each Bargaining Unit member receiving a promotion effective in 1991-92 shall receive, effective September 1, 1991, an additional increase of two thousand dollars ($2000) or ten percent (10%) of his or her 1990-91 base salary, whichever amount is larger.

10.4 Part-time Salary Adjustments

Members of the Bargaining Unit who are part-time and otherwise qualify for the increases described above, will have their portion of the dollar amount increase (not the percentage increase) adjusted to be equivalent to the percentage of their working time as stated on their Personnel Action Form (PAF) on September 1, 1989, 1990, 1991. Promotional increases shall be calculated on the same basis as full-time bargaining unit members.

ARTICLE 12

MINIMUM SALARIES

12.1 Each member of the Bargaining Unit who was a member of the Bargaining Unit on June 30, 1989, shall, as of September 1, 1989, be raised to the minimum salaries indicated below, on top of which any across-the-board, merit, and promotion increases shall be added. The minimum base salary, effective September 1, 1989, for all members of the Bargaining Unit shall be as follows:

Professor	$34,100	Senior Librarian	$34,100
Assoc. Professor	$27,700	Assoc.Sr. Librarian	$29,600
Ass't. Professor	$22,800	Assoc. Librarian	$26,600
Instructor	$19,500	Ass't. Librarian	$22,600
		Beg. Librarian	$19,500

12.2 The minimum base salary, effective September 1, 1990, for all members of the Bargaining Unit shall be as follows:

Professor	$35,805	Senior Librarian	$35,805
Assoc. Professor	$29,085	Assoc.Sr. Librarian	$31,080
Ass't. Professor	$23,940	Assoc. Librarian	$27,930
Instructor	$20,475	Ass't. Librarian	$23,730
		Beg. Librarian	$20,475

12.3 The minimum base salary, effective September 1, 1991, for all members of the Bargaining Unit shall be as follows:

Professor	$37,595	Senior Librarian	$37,595
Assoc. Professor	$30,540	Assoc.Sr. Librarian	$32,635
Ass't. Professor	$25,140	Assoc. Librarian	$29,325
Instructor	$21,500	Ass't. Librarian	$24,915
		Beg. Librarian	$21,500

12.4 The minima defined in this Article shall not apply to part-time Bargaining Unit members.

ARTICLE 14

ACADEMIC UNIT HEAD COMPENSATION

14.1 Compensation for Academic Unit Heads shall be based on their academic year base salary. That base salary shall be supplemented by an annual stipend for administrative duties in the range of $2,000 to $6,000, as recommended by the dean and approved by the appropriate provost, based upon the criteria developed pursuant to the "Academic Unit Head Stipend Criteria" Memorandum of Understanding (1986-1989 Agreement). That base salary shall be supplemented by a 2/9 supplement for full summer responsibility, 1/9 supplement for partial summer responsibility, or no supplement

for no summer responsibility as recommended by the dean and approved by the appropriate provost.

14.2 The specific amount of stipend or supplement decided upon in individual cases under the provisions of this Article shall not be subject to Article 8, Grievance Procedure.

Kent State University

Collective Bargaining Agreement
effective 9/16/89.

ARTICLE IX
Salaries and Benefits

Section 1. Salaries — Academic Year 1989-1990

A. 1. For the academic year 1989-1990, each member of the bargaining unit holding the academic rank of full professor as of September 16, 1989, shall receive a $2,127.00 increase in his/her individual base annual contract salary as it had been established for academic year 1988-1989.

2. For the academic year 1989-1990, each member of the bargaining unit referenced in Section 1.A.1 hereof shall receive a standard increment of six percent (6%) of his/her individual base annual contract salary as it had been established for academic year 1988-1989 and as adjusted pursuant to the preceding Section 1.A.1.

3. For the academic year 1989-1990, each member of the bargaining unit other than those referenced in Section 1.A.1 shall receive a standard increment of six percent (6%) of his/her individual base annual contract salary for academic year 1988-1989.

4. The foregoing increases will not be applicable to members of the bargaining unit designated as "University Professors" whose salary shall be determined annually by the President of the University.

B. The standard increment specified above is applicable only to that portion of a faculty member's salary that is a line item in the academic unit budget and is not applicable to any portion of the faculty member's salary up to and including 100% of which is determined by other agencies of the State of Ohio.

C. Any member of the faculty who is promoted in rank for the academic year 1989-1990 shall, in addition to any increases under the above Section A, receive the following promotion increase.

Promoted To:	*Promotion Increase:*
Full Professor	$1,500.00
Associate Professor	$1,000.00
Assistant Professor	$ 500.00

D. Revised Addendum D-1, the Regional Campuses Overload and Summer Salary Schedule, which is attached hereto and incorporated herein shall continue in effect, as modified, for academic year 1989-1990.

E. The University shall continue to "pick up" (assume and pay) the employee contribution to the State Teachers Retirement System (STRS) in lieu of contributions by the bargaining unit members, by restating gross pay as consisting of both cash contribution and deferred compensation portions. The deferred compensation portion will be the percentage employee contribution to STRS picked up by the University and contributed to STRS for the account of the member employee. No member of the bargaining unit shall have the option to receive the contributed amount directly.

F. While the Association remains the exclusive agent for negotiating salaries for members of the bargaining unit, the University reserves the right to adjust salaries beyond the negotiated levels to match bona fide offers of employment, to address salary discrepancies, and/or in other unusual circumstances. When such an adjustment occurs, the University will inform the Association, in writing, within ten (10) days of its action.

Section 2. Salaries — Academic Year 1990-1991

A. 1. For the academic year 1990-1991, each member of the bargaining unit who held the academic rank of associate professor during the 1989-1990 academic year or who has been promoted to that rank effective for the 1990-1991 academic year shall receive an increase of not less than $1,350.00 in his/her individual base annual contract salary as it had been established for academic year 1989-1990. The University shall, in its sole discretion, have the right to unilaterally increase the minimum amount stated herein.

2. For the academic year 1990-1991, each member of the bargaining unit referenced in Section 2.A.1 shall receive a standard increment of three percent (3%) of his/her individual base annual contract salary as it had been established for academic year 1989-1990 and as adjusted pursuant to the preceding Section 2.A.1.

3. For the academic year 1990-1991, each member of the bargaining unit other than those referenced in Section 2.A.1 shall receive a standard increment of three percent (3%) of his/her individual base annual contract salary as it had been established for academic year 1989-1990.

4. In addition to the above-stated standard increment, a merit pool of three percent (3%) will be distributed according to a plan and procedure developed by the University. Two categories of demonstrated achievement, to wit: (1) Teaching/Service and (2) Research/Scholarly or Creative Productivity, will be recognized.

5. None of the foregoing increases will be applicable to members of the bargaining unit designated as "University Professors" whose salary shall be determined annually by the President of the University.

B. The general increase specified above is applicable only to that portion of a faculty member's salary that is a line item in the academic unit budget and is not applicable to any portion of the faculty member's salary up to and including 100% of which is determined by other agencies of the State of Ohio.

C. Any member of the faculty who is promoted in rank for the academic year 1990-1991 shall, in addition to any increases under the above Section A, receive the following promotion increase.

Promoted To:	*Promotion Increase:*
Full Professor	$1,500.00
Associate Professor	$1,000.00
Assistant Professor	$ 500.00

D. Revised Addendum D-2, the Regional Campuses Overload and Summer Salary Schedule, which is attached hereto and incorporated herein shall continue in effect, as modified, for academic year 1990-1991.

E. The University shall continue to "pick up" (assume and pay) the employee contribution to the State Teachers Retirement System (STRS) in lieu of contributions by the bargaining unit members, by restating gross pay as consisting of both cash contribution and deferred compensation portions. The deferred compensation portion will be the percentage employee contribution to STRS picked up by the University and contributed to STRS for the account of the member employee. No member of the bargaining unit shall have the option to receive the contributed amount directly.

F. While the Association remains the exclusive agent for negotiating salaries for members of the bargaining unit, the University reserves the right to adjust salaries beyond the negotiated levels to match bona fide offers of employment, to address salary discrepancies, and/or in other unusual circumstances. When such an adjustment occurs, the University will inform the Association, in writing, within ten (10) days of its action.

Section 3. Salaries – Academic Year 1991-1992

A. 1. For the academic year 1991-1992, each member of the bargaining unit who held the academic rank of assistant professor during the 1990-1991 academic year or who has been promoted to that rank effective for the 1991-1992 academic year shall receive an increase of at least $1,000.00 in his/her individual base annual contract salary as it had been established for academic year 1990-1991. The University shall, in its sole discretion, have the right to unilaterally increase the minimum amount stated herein.

2. For the academic year 1991-1992, each member of the bargaining unit referenced in Section 3.A.1 shall receive a standard increment of three percent (3%) of his/her individual base annual contract salary as it had been established for academic year 1990-1991 and as adjusted pursuant to Section 3.A.1.

3. For the academic year 1991-1992, each member of the bargaining unit other than those referenced in Section 3.A.1 shall receive a standard increment of three percent (3%) of his/her individual base annual contract salary as it had been established for academic year 1990-1991.

4. In addition to the above-stated standard increment, a merit pool of three percent (3%) will be distributed according to a plan and procedure developed by the University. Two categories of demonstrated achievement, to wit: (1) Teaching/Service and (2) Research/Scholarly or Creative Productivity, will be recognized.

5. None of the foregoing increases will be applicable to members of the bargaining unit designated as "University Professors" whose salary shall be determined annually by the President of the University.

6. During the term of this Agreement, no member of the bargaining unit shall be eligible for more than one of the increases referenced in Sections 1.A.1; 2.A.1; or 3.A.1.

B. The general increase specified above is applicable only to that portion of a faculty member's salary that is a line item in the academic unit budget and is not applicable to any portion of the faculty member's salary up to and including 100% of which is determined by other agencies of the State of Ohio.

C. Any member of the faculty who is promoted in rank for the academic year 1991-1992 shall, in addition to any increases under the above Section A, receive the following promotion increase.

Promoted To:	*Promotion Increase:*
Full Professor	$1,500.00
Associate Professor	$1,000.00
Assistant Professor	$ 500.00

D. Revised Addendum D-3, the Regional Campuses Overload and Summer Salary Schedule, which is attached hereto and incorporated herein shall continue in effect, as modified, for academic year 1991-1992.

E. The University shall continue to "pick up" (assume and pay) the employee contribution to the State Teachers Retirement System (STRS) in lieu of contributions by the bargaining unit members, by restating gross pay as consisting of both cash contribution and deferred compensation portions. The deferred compensation portion will be the percentage employee contribution to STRS picked up by the University and contributed to STRS for the account of the member employee. No member of the bargaining unit shall have the option to receive the contributed amount directly.

F. While the Association remains the exclusive agent for negotiating salaries for members of the bargaining unit, the University reserves the right to adjust salaries beyond the negotiated levels to match bona fide offers of employment, to address salary discrepancies, and/or in other unusual circumstances. When such an adjustment occurs, the University will inform the Association, in writing, within ten (10) days of its action.

Section 4. Salary Minima (Floors) — Beginning Academic Years 1989-1990, 1990-1991 and 1991-1992

A. 1. As a means of assuring appropriate entry-level pay at each regular full-time academic rank for highly skilled and extensively trained professionals such as University faculty, the University's past practice of establishing salary minima on a University-wide basis shall be preserved. The minimum annual contract salaries for regular full-time collective bargaining unit faculty at each of the regular full-time professional academic ranks for the academic year 1989-1990 shall be as follows:

	9 mo. contract	*12 mo. contract*
Professor	$39,000	$47,667
Associate Professor	31,000	37,889
Assistant Professor	23,000	28,112
Instructor	18,000	22,000

B. 1. The minimum annual contract salaries for regular full-time collective bargaining unit faculty at each of the regular full-time professional academic ranks for the academic years 1990-1991 and 1991-1992 shall be as follows:

	9 mo. contract	*12 mo. contract*
Professor	$45,000	$55,000
Associate Professor	35,000	42,778
Assistant Professor	25,000	30,556
Instructor	20,000	24,445

Section 5. Benefits

A. Unless and until existing insurance benefits are modified pursuant to Section 5.B below, the University agrees to maintain the existing insurance benefits, or their approximate equivalents, as they are in effect as of September 15, 1989, and to absorb the increased costs for maintaining such existing and modified coverage.

B. Insurance Benefits Reopener.

1. At any time after January 1, 1990, the University, in its sole discretion, may initiate a reopener to renegotiate the medical, health and life insurance benefits then currently being provided. Any such reopener shall be conducted in accordance with Article XIV of this Agreement.

2. If, during reopener negotiations, the University and the Association are unable to reach an agreement on all matters open for negotiation, the University shall have the right to unilaterally implement its final offer; provided, the University shall not unilaterally establish any new employee co-payment of insurance premiums nor alter existing formulas for calculating co-payment obligations in effect as of September 16, 1989; and provided further the University shall not unilaterally implement a benefit package for bargaining unit members that is not equivalent to or better than that provided to administrative and professional contract personnel.

C. Early Retirement.

1. The decision to retire is an individual matter. The University will provide advice and counsel to any faculty member who may wish to examine the possibilities available through early retirement. The individual faculty member should first determine his/her retirement status and options with the State Teachers Retirement System.

2. The University and the Association mutually recognize that under appropriate circumstances, and when appropriately structured and implemented, an early retirement incentive program may be mutually desirable. Accordingly, the Association hereby authorizes the University to develop and implement an early retirement incentive program at such time and under such terms and conditions as the University deems appropriate. The University shall only be obligated to provide the Association with information about the terms and conditions of the program prior to implementation.

D. Fee Remission. The general fee and the instructional fee shall be waived for eligible faculty members' spouses and also for dependent children to age 28, which overall eligibility requirements will not be greater than those specified in the University's revised Administrative Policy Regarding Tuition Benefits published at 3342-6-24 of the University Policy Register.

Section 6. Twelve month contracts

A. 1. Bargaining unit members with twelve (12) month contracts will receive across the board increases which are 2/9 greater than the amount awarded for bargaining unit members with nine (9) month contracts whenever fixed amounts, rather than percentage increases, are negotiated.

Summary of Previous Provisions

Pertinent provisions for insurance and other benefits from preceding modifications and extensions of the Collective Bargaining Agreement are listed below.

A. **Beginning academic year 1979-80.** From the Modification and Extension of the Collective Bargaining Agreement approved September 16, 1979:

1. [A provision defining life insurance coverage has been superseded and augmented by subsequent modifications effective academic year 1983-84 and January 1, 1988.]
2. Effective October 1, 1979, comprehensive out-patient diagnostic services, including out-patient laboratory, x-ray, physical therapy and radiology coverage shall be provided under the existing Blue Cross program in accordance with the amount and coverage rules set forth in a revised Blue Cross insurance contract.

B. **Beginning academic year 1981-1982.** From the Modification and Extension of the Collective Bargaining Agreement approved August 23, 1981.

The University will extend to members of the Faculty bargaining unit the same dental insurance program extended to civil service employees. Such dental insurance will be available August 1, 1981.

C. **Beginning academic year 1982-1983.** From the Modification and Extension of the Collective Bargaining Agreement approved August 22, 1982:

1. The University will extend to members of the faculty bargaining unit insurance coverage for outpatient diagnostic laboratory and x-ray examination services performed in a doctor's office or clinic.
2. The University will include Vision Care within the Major Medical Insurance program.
3. The University will increase the age for dependent coverage for qualified unmarried dependents from 23 to 25 years of age.

D. **Beginning academic year 1983-1984.** From the Modification and Extension of the Collective Bargaining Agreement approved August 21, 1983:

[A provision further redefining life insurance coverage has been superseded and augmented by subsequent modification effective January 1, 1988.]

E. **Beginning academic year 1984-1985.** No modifications to benefits were incorporated in the Modification and Extension to the Collective Bargaining Agreement approved August 19, 1984.

F. **Beginning academic year 1985-1986.** From the Modification and Extension of the Collective Bargaining Agreement effective August 25, 1985:

1. Effective October 1, 1985, a second opinion prior to certain specified elective surgical procedures shall be required to assure full benefits coverage under the basic and major medical programs. If a second surgical opinion is not obtained for the specified procedures, then the benefits payment will be at 50% after application of the major medical deductible.

   The charges of a physician for the second surgical opinion, and for a third if the second opinion conflicts with the first, shall be reimbursed at 100% of reasonable and customary charges as established by the carrier. Charges for a second (or third) surgical opinion are not covered if:

   a) the physician rendering the opinion is associated or in practice with the physician who recommended and will perform the surgery; or

   b) the physician rendering the surgical opinion performs a surgical procedure as a result of the opinion; or

   c) the charges for the proposed surgical or oral surgical procedure are not covered under the basic major medical plan.

G. **Beginning academic year 1987-1988.** From the Collective Bargaining Agreement effective September 16, 1987:

1. Effective January 1, 1988, the University will modify its life insurance benefit in order to provide each member of the bargaining unit with life insurance equal to two hundred and fifty percent (250%) of his/her annual contract salary, up to a maximum of $100,000, subject to a reduction clause which provides that life insurance and accidental death and dismemberment coverages in force on the day before the first day of the month in which age 60 is reached will be reduced to: 65 percent at age 60; 50 percent at age 65; 30 percent at age 70; and 20 percent at age 75. The reduction will take effect on the first day of the calendar month in which the specified age is reached.
2. Effective November 1, 1987, the University shall pay the full cost for increasing the lifetime maximum benefit on major medical insurance coverage to $500,000.

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McMaster University

LIBRARIANS' CLASSIFICATION AND SALARY SCALES AD-HOC COMMITTEE

Final Report

To: President A.A. Lee

Respectfully submitted:

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Dated: June 30, 1989

Librarians' Classification and Salary Scales Ad-hoc Committee

OUTLINE OF REPORT

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A. Ad-hoc Committee Terms of Reference and Membership

B. Committee Methodology

C. Revised Classification Manual.

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I. THE CLASSIFICATION OF LIBRARIANS

A. The Nature of Academic Librarianship

The skills and expertise required of a librarian in a modern multi-faculty university like McMaster are both varied and complex. The professional librarians are the indispensable key to accessing and providing bibliographic and information services to the university and its surrounding community. It is the role of the professional librarian to make use of the rapidly changing and complex technologies to acquire and organize resources and access information from a variety of sources. The onus on the professional librarians to ensure a cost-effective service is a significant one, and one which can have considerable impact on the productivity and prestige of the university.

But in the context of a university personnel structure, where do librarians "fit in"? There is apparently no universal answer, and the fit is achieved in diverse ways, with no common formula to be found amongst the institutions. Hence some universities give librarians faculty status, librarians in some universities are unionized, some have a rank system of their own, and some are included in the Professional/Management support staff. The nature of librarianship also varies from individual to individual. Some librarians do research, others teach, many are managers, but all contribute to acquiring, organizing, and accessing information whether they are in full view of their users or working behind the scenes, perhaps peering at computer screens and deciphering strange tongues and alpha numeric codes.

The librarians of the McMaster University Library System are typical of such academic librarians although, for the size of the collection and the number of users, they are somewhat fewer in number (currently 39) than would be found in most institutions of similar dimensions.

B. The History of Librarian Classification at McMaster University

Until 1979, there was no formal mechanism for classifying, and thereby determining appropriate salaries for, the McMaster professional librarians. The librarians themselves were instrumental in initiating the idea of a formal evaluation procedure, in a recommendation from MUPLA made in April, 1976. Following additional study and the development of a more detailed classification scheme by a group of librarians appointed by the University Librarian, an ad-hoc committee (chaired by Peter Maurer, and hereinafter referred to as the "1979 Committee"), appointed by and responsible to the President's Executive Committee, developed the details of such a system, along with a comprehensive Classification Manual. The system involved a "Hay-like" point evaluation system, but one which sought to "recognize non-position related growth" of each librarian.

The system has produced a set of evaluations for the McMaster University librarians which has, with one notable exception, worked relatively well now for ten years.

C. The Genesis of the ad-hoc Committee

The Annual Report of the chairman of the 1987-88 Classification Committee reviewed those aspects of the Librarians' evaluation process which continue to cause concern, and recommended that:

> "an ad hoc committee similar in composition and mandate to the 1979 Ad Hoc Librarians' Classification and Salary Scales Committee be established to review the current McMaster Librarians' Classification Scheme, with special attention being paid to the recognition of personal factors, in particular the Resource Person Concept, and Pay Equity."

This recommendation lead to the establishment of this ad-hoc committee by President Lee in early 1989.

The terms of reference and membership of the ad-hoc committee are summarized in Appendix A. A summary of the activity of the committee is included in Appendix B. It should be noted that the Recommendations, in draft form, were referred to the membership of MUPLA and to the senior library administrators. It may be concluded, therefore, that adoption of the Recommendations in this report will receive the broad support of both those for whom they have been designed and those who must interpret them.

II. Review of the Current Classification System

The first task of the Committee was to understand how changes to the environment in which University positions are generally classified, including new legislative conditions such as Pay Equity, might dictate revisions to the Librarians' Classification Scheme.

The Committee quickly concluded that the requirements of the Pay Equity legislation can be met by the University without necessitating any particular classification scheme for librarians. Although adopting the Hay Classification methodology would certainly simplify the Pay Equity Plan which under the legislation the University has to prepare, we have been assured that the provisions of the legislation can be met regardless of the specific classification system used for librarians. Consequently, Pay Equity legislation has not influenced the Recommendations of the Committee.

The next action of the Committee was to review the problems with the current system, whether real or perceived. The Report of the 1987-88 Classification Committee, and the direct input of the librarians on the Committee provided adequate input to this question. It quickly became clear that the overwhelming major problem relates to the "Resource Person" concept. Later, when a written submission was obtained from the current Librarians' Classification Committee (LCC), this conclusion was endorsed.

There are a number of real or perceived difficulties associated with the Resource Person concept and its interpretation by the LCC over the years since 1979. These appear to include:

- The "exclusivity" of the Resource Person "club", with only a few librarians considered to qualify (a concept originating in the Report of the 1979 Committee);
- The fact that no one is supposed to know who the Resource Persons are, and even someone designated a Resource Person does not so know. (The latter is a consequence of the confidentiality surrounding the individual components of all job evaluations.)
- Partly as a consequence of the above, it is difficult for librarians to complete their Education/Experience/ Resource Person Questionnaire in the proper context, and they may tend to "pad" and include items which have in fact already been recognised, or in order to qualify as a Resource Person undertake non-job related activities to the detriment of their defined library job function.

In summary, therefore, the Resource Person concept has not achieved what was originally intended, by providing appropriate university recognition to those librarians who choose to extend their professional development beyond that specifically required in their library position. Since it does not work, it is seen by many librarians to stifle personal opportunity for career progress in a library system of limited size and scope, and to deny the opportunity for peer recognition of professional achievement.

III. Review of Alternative Systems

As a consequence of the above, the Committee sought to determine a classification system which would properly evaluate professional achievement in addition to the job-related requirements of each librarian position. There were two options in this regard. To adopt a completely different system, or to modify the Personal Factor of the existing system.

Since "The Hay Guide Chart-Profile Method of Job Evaluation" (described in The Handbook of Wage and Salary Adminstration, Milton L. Rock, ed., second edition, McGraw Hill, New York, 1984) has now been adopted for the classification of the jobs of the majority of McMaster University support staff, it was appropriate to make a thorough evaluation of the so-called "Hay Method" to determine how its application to the university librarians might improve on the inadequacies of the current scheme and still ensure the recognition of appropriate professional achievement other than that required by the job. Later, we will attempt to rationalize why non-job related factors should be included in a classification scheme for librarians.

In addition to reviewing the Hay Method Charts and other descriptive literature, the committee met with Mr. Art King, of Hay Associates, Toronto. Mr. King has had some experience with the classification of librarians in other universities, and shared his thoughts on the McMaster context with the committee.

As a consequence of that discussion, the committee realized that it would be possible to incorporate the Resource Person concept directly into the Hay Method, through the "Know How" factor, and that factor could be a function of the specific incumbent of the position, and not determined solely as a consequence of the Position Description. The "guru" or "Einstein" factor, brought to the position by the individual, has been successfully incorporated into the Hay Classification of computer personnel, for example.

However, the other Hay Method factors were not seen by the committee to be an improvement on the current "position-specific" factors of the current librarians' classification scheme. In conclusion, the committee has decided that it would be preferable to modify the current scheme, since to a great extent it works, and not to adopt a completely new system, the success and acceptance of which is uncertain.

IV. The Recognition of Professional Achievement

A question which might reasonably be asked - and was addressed in detail by the committee - is: Why should librarians receive financial compensation for activities other than those required in their individual position descriptions ?

The committee has concluded that the continuation of a Personal Factor category is necessary in a classification scheme for librarians at McMaster. The concept is based on a belief that librarianship consists of two components which benefit the library and the university: The job itself and a grouping of factors that transcends the specific position and directly contributes to the profession and the institution. The personal factor is a concept designed to add an extra dimension to the classification process, which is important to librarianship but is not job specific and therefore cannot be included in the Position Accountability Statement.

The consideration of these components is intended to recognize and reward regular contributions to the profession that go beyond the specific duties of the individual job. These dimensions, outlined in detail in the proposed Classification Manual section on Professional Achievement, include education, experience, publishing, teaching, research, participation in conferences, skill in a particular subject field, language proficiency, service on committees and in-depth knowledge of library operations. It recognizes that librarianship may have an academic and research-oriented aspect that complements the more managerial and technical, position-related characteristics of the profession. It encourages librarians to expand their personal expertise, to contribute to professional goals by participation in professional activities and to demonstrate individual achievements in a chosen area.

The continuing assessment of this personal dimension by the Librarians Classification Committee is required to allow for peer recognition of the diverse streams of librarianship at McMaster. It will continue a process that has received general acceptance by the librarians over an extended period of time. It ensures that librarianship at McMaster remains compatible with practices at other university libraries. It will also allow movement, flexibility and career advancement within a small, static group committed to goals of professional service and excellence.

V. Revision of the current Classification Scheme

A. Redefinition of "Personal Factors"

As the single most troublesome aspect of the current Classification Scheme, the Personal Factor was carefully analyzed by the committee for an improved definition. The major need appears to provide a realistic opportunity for librarians to be recognised for professional accomplishments which are not an intrinsic part of their library position -- a kind of "progress through the ranks" which is, for example, characteristic of university faculty professional advancement. It is also apparent that each librarian should know clearly what are the criteria for recognition of this accomplishment, and to be informed at what stage he/she is at all times. As in the original design of the classification scheme in 1979, it must be recognised that not all librarians will aspire to professional achievement beyond that required for the position they hold, but those who do can be expected to, directly or indirectly, enhance the operation and prestige of both the McMaster Library System and the University.

In assessing this matter, the Committee was impressed by the definition of librarian "ranks" which appears in the Collective Agreement between the University of Manitoba and The University of Manitoba Faculty Association (1987-1990). Four ranks are defined for the librarians at the University of Manitoba, where the librarians appear to have Faculty status. We have modified the description of ranks to produce a series of levels of "Professional Achievement" for the McMaster Librarians.

In proposing a revised version of the personal factor, the committee has tried to ensure the following:

- "levels" of professional achievement are described in only broad terms, requiring the Librarians' Classification Committee to develop working definitions as necessary.
- all librarians have a reasonable opportunity of achieving some level of professional achievement beyond that required for the position
- additional diplomas, degrees or professional qualifications beyond the minimum professional qualification (normally the M.L.S.) are not recognized explicitly, but only to the extent such may be relevant to the assessment of demonstrated professional achievement.

Finally, it should be clarified that in proposing that "Professional Achievement" replace the "Resource Person" concept, this committee has devised a system which will recognize the fulfilled achievements of the librarian. It is assumed that such recognition will be permanent, and not necessarily be related to specific current activities. In this way, the levels of Professional Achievement may be likened to Faculty ranks.

The following specific recommendations relate to the proposed revision of the Personal Factors component of the Classification Scheme:

Recommendation 1:

The "Personal Factors" segment of the Classification be revised to comprise the two factors: (numeric) Years of Experience, and (alpha) Professional Achievement.

Recommendation 2:

Years of Experience be computed on the total number of years of relevant experience following the minimum academic qualification (normally M.L.S) and up to one-half of the actual time worked in a relevant pre-professional capacity. Additional degrees, courses or qualifications may be considered only in the context of the Professional Achievement factor.

Recommendation 3:

Professional Achievement be defined by the following statement in the Classification Manual:

A. BASIC CONTRIBUTION

Librarians in this category act within the normal requirements of a professional position.

B. ACTIVE CONTRIBUTION

Librarians in this category will have demonstrated a mastery of the skills and techniques of librarianship and evidence of the capacity to develop and extend professional and/or subject expertise. In general, librarians would not be expected to reach this level before having been in the profession at least four years.

Examples of contributing factors by which this expertise may be judged include:

- *service on committees of professional organizations*
- *presentation of papers, or publications in scholarly or professional journals or other publications*
- *service on Library and/or University committees which is not required in the librarian's position description*
- *teaching or otherwise contributing to the professional development of others*
- *significant efforts toward furthering her/his own education*

C. SIGNIFICANT ACHIEVEMENT

Librarians in this category must have demonstrated continuing significant achievement at the career level of librarianship, including evidence of active leadership within the profession, the Library, and/or the University.

Examples of contributing factors by which this contribution may be judged include:

- *expertise as used and recognized by the University or University Library System*
- *chairing of committees of professional library organizations*
- *service on the executive of a regional or provincial professional organization*
- *published research*
- *further study and research in subject specializations as evidenced, for example, by the attainment of an additional degree at the master's level*
- *extended creative or scholarly publishing or editing of a professional publication*
- *active participation in professional development activities*

D. *BROAD PROFESSIONAL ACHIEVEMENT*

Librarians in this category must have demonstrated consistent and long-term professional concern and achievement, as well as consistent service to the Library, University, and/or broader community, by virtue of special professional/academic competence.

Examples of contributing factors by which this achievement may be judged include:

- ***membership on the executive of a national or international professional organization***
- ***directing or chairing a chapter or regional professional organization***
- ***substantial involvement in professional activities and professional education***
- ***advanced study and research in library and/or subject specialization, as evidenced, for example, by the attainment of a degree at the doctoral level***
- ***generally recognized scholarly work***

E. *OUTSTANDING ACHIEVEMENT*

Librarians in this category will have records of outstanding professional accomplishment.
Examples of contributing factors by which this accomplishment may be judged include:

- ***professional/scholarly awards***
- ***outstanding scholarly contributions in the form of widely recognized research, publications and/or presentations***
- ***international professional recognition***

In order to test the criteria outlined in Recommendation 3, the librarian members of the committee carried out a simulated classification of the current librarians against the Professional Achievement factor. Each librarian made an independent anonymous assessment, based solely on direct personal knowledge, without the benefit of the detailed input which would be available to the Classification Committee. Analysis of the simulation suggests that approximately half the current librarians can be expected to be classified

at the level of B or higher, and that there is no correlation between Professional Achievement level and years of experience. We are confident that the adoption of the revised Personal Factors will result in a better range of recognition for the McMaster University librarians than is possible under the current classification scheme. It should also provide improved incentive for individual professional development beyond that required of the individual librarian positions.

One additional concern with the current "Resource Person" concept appears to be its tendency to represent "double credit" for activities which might properly belong to a librarian's position, and be similarly rewarded through annual merit pay allotments. We believe that it is important for supervisors to ensure that annual merit increases are determined solely on the extent to which the librarian carries out the responsibilities of the position.

Recommendation 4:

The Annual Performance Review be based on the incumbent's performance related to the Position Accountability Statement, and should not include consideration of the non-position-related professional accomplishments of the incumbent for which the librarian may be recognised as "Professional Achievement" within the Librarians' Classification Scheme.

B. Other Amendments to the Classification Scheme

To better appreciate those other changes to the Classification Scheme which would be appropriate at this time, the ad-hoc Committee requested input from the current Librarians' Classification Committee. A series of minor amendments to the Classification Manual, in the sections involving other than Personal Factors, was received from the current committee and its chairman discussed the recommendations with the ad-hoc committee in person.

The submission from the current Classification Committee also identified two other problems. The first problem relates to definition of the functional units of the McMaster University Library System, and the impact of such definition on the classification of individual positions. The LCC has developed an organizational chart "by function" which demonstrates that although functions are grouped or structured in many different ways across the System, specific or discrete library functions are common from library in many different ways across the System, specific or discrete library functions are common from library to library and can be compared across the System.

The second problem relates to the difficulty in properly recognising the differences in policy-making among the diverse library units. Specifically, there are currently two separately administered Libraries on campus each setting independent policy:

i) the group of libraries commonly referred to as "The University Library", comprising the H.G. Thode Science and Engineering Library, the Innis Room, the Lloyd Reeds Map Library and Urban Documentation Centre and the Mills Memorial Library;

ii) The Health Sciences Library, which primarily serves the Faculty of Health Sciences, the McMaster Division of the Chedoke-McMaster Hospitals, the McMaster Health Region, and the Northwestern Ontario Medical Program.

Against this reality, concern has been expressed that a term such as "library policy" may have been consistently interpreted as though there were a single unique set of such policies. This may have restricted the effective use of all levels of all factors and some librarians have felt that their particular contributions to policy determination have been undervalued.

Another difficulty relates to the proper recognition of both the scope and relative scale of operations in the various units. For example, while the magnitude of the operations of the Health Sciences Library is much less than the other libraries combined, the Health Sciences librarians are required to perform multiple functions of librarianship. It appears that the LCC may have found it difficult to properly recognise differences of this kind, apparently preferring literal interpretations of the Classification Manual.

The Classification Committee has recently developed a Glossary for its own use, in order to clarify the various levels of policy responsibility referred to in the Manual. The ad-hoc committee believes that such working definitions are best developed and retained within the operating functions of the Classification Committee, rather than trying to operate with specific definitions within the Classification Manual itself. Such definitions could be expected to require modification with time, as the library structure continues to evolve, and no useful purpose would be served in attempting rigid definition within the Classification Manual. The ad-hoc committee has therefore incorporated the unambiguous term "University Library

System" into the Manual, when the complete range of McMaster Library operations is involved. Otherwise library, with a lower-case "l", can be taken to refer to individual libraries, such as Thode or Mills. This Committee believes there is no need for a definition of "department", as it appears in the Manual. Likewise, it leaves the interpretation of the terms "major segments" and "major phases" to the working level of the Classification Committees.

Indeed, the ad-hoc committee urges the LCC to interpret the Classification Manual in a manner which at all times recognizes the current structure and organization of the University Library System, and to avoid any tendency to use the document as an instrument of restriction. We believe the proposed Librarians' Classification System can be used effectively to classify individual librarians without impediment from the diverse environments in which the McMaster librarians operate. When considering the much greater diversity of jobs successfully classified in the McMaster Professional/Management group, there should be no problems in properly classifying the much smaller, more homogeneous, group of professional librarians.

After taking into account the above concerns and proposals received from various quarters, the ad-hoc committee has prepared the proposed Classification Manual which appears as Appendix C to this report.

The more substantive changes are reviewed here, with the corresponding page of the Manual (Appendix C) noted:

- The percentage weightings of the four Classification factors have been changed, by increasing Supervision from 10% to 15% and decreasing Relationships & Communication from 20% to 15%. The Committee recognises the increasing significance of Supervision due, for example, to increasing legislation affecting the workplace, more University personnel policies and more codified procedures. The distribution of factors is still somewhat arbitrary, but it seems appropriate that Scope be the major factor, that the Personal Factors have a significant proportion, and the other factors are equal and weighted the least (page C-1).

- the factors within Responsibility have been re-written to better reflect the relative importance of the performance of effective librarianship (page C-10)

- a better definition of the significance of the various levels of policy involved in the Scope factors has been provided (pages C-9,10).

Recommendation 5:

Revisions be made to other than the Personal Factors of the Classification Manual, as summarized in Appendix C.

VI. Dissemination of Classification Information

Currently, the Librarian Position Descriptions are placed in ring binders and made conveniently available to the librarians in the various libraries or library departments. The Committee proposes that the "position points" (determined from the point total of the three classification factors, Relationships & Communications, Supervision and Scope) be clearly annotated on each Position Description. In this way, the relative evaluation of the librarian positions will be made clear.

Recommendation 6:

The total "position points" (i.e. points derived from the Classification of the three factors other than the Personal Factor) evaluation of each librarian position be noted on the Position Accountability Statements which are available to all library staff.

The descriptions of the levels of Professional Achievement have been proposed, along with clear examples of the types of criteria that the Classification Committee might use in making the evaluation, in order to motivate individual librarians to aspire to higher levels of Professional Achievement. However, it is essential that each librarian know precisely which level he/she currently holds. This information should be provided to the librarians, confidentially, on a regular basis.

Recommendation 7:

His/her current level of Professional Achievement be made known to each incumbent librarian.

VII. Determination of Librarian Salary Scales

It is the view of the Committee that, as soon as possible after any reclassification of librarians has been completed as a consequence of the revisions recommended herein, librarian salaries should be determined individually, based on the total points determined from the classification process. We recommend that the methodology of salary range determinations for each librarian be the same as that now adopted in the determination of Professional/ Management support staff salaries on the basis of the Hay Classification points. We therefore make two specific recommendations on this matter, which if adopted will parallel the methodology used for the Professional/Management group.

Recommendation 8:

The salary "control point" for each librarian be determined uniquely by the relationship of the total points (including both the position-based and personal factors points) to the current payline.

Recommendation 9:

Individual librarian salaries, including annual merit components, will always be not less than 0.8 of and not more than 1.20 of the salary control point value for that librarian.

VIII. Membership of the Librarians' Classification Committee

In response to concerns received by the committee on the year-to-year composition of the LCC, we have reviewed the current terms of reference and membership determination methodology of that committee. It is clearly advisable that the expertise represented on the LCC be as comprehensive of the various functions of librarianship as possible. However, the current committee membership by librarians is restricted in terms of geography rather than function. It would appear advantageous to remove the geographic specifications completely, allowing MUPLA to "elect" (for appointment by the President) three librarians in whatever manner MUPLA deems appropriate, and encourage the University Librarian, through his/her two appointments, to ensure that at all times, the LCC make-up is fully representative of the librarians in the McMaster Library System.

Recommendation 10:

The composition of the Librarians' Classification Committee be amended so that the five librarians are determined as follows: (a) Three librarians elected for staggered three-year terms by the members of the McMaster University Professional Librarians' Association (MUPLA), using whatever election methodology may be agreed to from time to time by MUPLA. (b) Two librarians nominated by the University Librarian for staggered two-year terms. In making such nominations the University Librarian should endeavour to ensure that the consequent committee make-up represents a balance of both library function and library units.

IX. Implementation and Future Review

We recognise that, on adoption of the revised Classification Manual, the Librarians' Classification Committee will be required to re-classify all current librarians. In addition, the LCC will need to determine an equitable methodology to ensure the optimization of input on the Personal Factors for each librarian. This re-classification can be expected to take some months, and consequently it should be started as soon as possible. It will be necessary for the President to ultimately inform the librarians of the financial consequences of the reclassification process and the effective date for any necessary salary adjustments. We appreciate that any increased salary budget necessary to implement such adjustments has not been provided for in the 1989-90 financial year, but we would hope that appropriate funds will be found in a timely manner and as a natural consequence of the President's appointment of our committee. However, we do not anticipate that the reclassification of the librarians resulting from these proposals will require the infusion of significant additional librarian salary funds.

Recommendation 11:

On adoption of the revised Librarians' Classification Manual, the Librarians' Classification Committee should proceed in a timely manner to re-evaluate all librarians using the revised Manual, and using whatever methodology the Committee deems appropriate to collect the necessary information on individual librarians.

Finally, we believe it would be appropriate to plan for a review of the Librarians' Classification System on a more regular basis than has been accomplished to date. This will ensure the continued operation of an equitable classification system which relies on peer evaluation and is responsive to the rapidly changing technology and methodologies of modern librarianship.

Recommendation 12:

The librarians' classification specifications and procedures be reviewed again within five years.

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X. Summary of Recommendations

Recommendation 1:

The "Personal Factors" segment of the Classification be revised to comprise the two factors: (numeric) Years of Experience, and (alpha) Professional Achievement.

Recommendation 2:

Years of Experience be computed on the total number of years of relevant experience following the minimum academic qualification (normally M.L.S) and up to one-half of the actual time worked in a relevant pre-professional capacity. Additional degrees, courses or qualifications may be considered only in the context of the Professional Achievement factor.

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Examples of contributing factors by which this expertise may be judged include:

- *service on committees of professional organizations*
- *presentation of papers, or publications in scholarly or professional journals or other publications*
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- *teaching or otherwise contributing to the professional development of others*
- *significant efforts toward furthering her/his own education*

C. SIGNIFICANT ACHIEVEMENT

Librarians in this category must have demonstrated continuing significant achievement at the career level of librarianship, including evidence of active leadership within the profession, the Library, and/or the University.

Examples of contributing factors by which this contribution may be judged include:

- ***expertise as used and recognized by the University or University Library System***
- ***chairing of committees of professional library organizations***
- ***service on the executive of a regional or provincial professional organization***
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- ***further study and research in subject specializations as evidenced, for example, by the attainment of an additional degree at the master's level***
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Librarians in this category must have demonstrated consistent and long-term professional concern and achievement, as well as consistent service to the Library, University, and/or broader community, by virtue of special professional/academic competence.

Examples of contributing factors by which this achievement may be judged include:

- ***membership on the executive of a national or international professional organization***
- ***directing or chairing a chapter or regional professional organization***
- ***substantial involvement in professional activities and professional education***
- ***advanced study and research in library and/or subject specialization, as evidenced, for example, by the attainment of a degree at the doctoral level***
- ***generally recognized scholarly work***

E. OUTSTANDING ACHIEVEMENT

Librarians in this category will have records of outstanding professional accomplishment.
Examples of contributing factors by which this accomplishment may be judged include:

- *professional/scholarly awards*
- *outstanding scholarly contributions in the form of widely recognized research, publications and/or presentations*
- *international professional recognition*

Recommendation 4:

The Annual Performance Review be based on the incumbent's performance related to the Position Accountability Statement, and should not include consideration of the non-position-related professional accomplishments of the incumbent for which the librarian may be recognised as "Professional Achievement" within the Librarians' Classification Scheme.

Recommendation 5:

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APPENDIX C

McMASTER UNIVERSITY

LIBRARIAN

CLASSIFICATION

MANUAL

Revised July, 1939

BEST COPY AVAILABLE

CLASSIFICATION FACTORS AND THEIR WEIGHTINGS

FACTOR	WEIGHTING
Relationships & Communications	15%
- External	
- Internal	
Supervision	15%
- Administrative	
- Operational	
Scope	45%
- Independence	
- Responsibility	
Personal Factors	25%
- Professional Achievement	
- Years of Experience	

(Note: For purposes of this manual, "University Library System" is taken to include the H. G. Thode Science & Engineering Library, the Health Sciences Library, the Innis Room, the Lloyd Reeds Map Library and Urban Documentation Centre, the Mills Memorial Library, including all the services which support them, and other libraries which may be established in the future as physically separate entities.)

RELATIONSHIPS AND COMMUNICATIONS

This factor refers to the relative importance of the direct contacts and relationships between the incumbent and others. The factor includes both external and internal contacts, taking into account their frequency, purpose, relative difficulty and importance. Included are person to person contacts and contacts by other means such as email, correspondence and telephone. External and internal contacts are rated separately.

Alpha	EXTERNAL:	includes the university community, the general public, and other libraries, including affiliates in the health library network.
Numeric	INTERNAL:	within the McMaster University Library system, including H. G. Thode Science & Engineering Library, the Health Sciences Library, the Innis Room, the Lloyd Reeds Map Library and Urban Documentation Centre, and the Mills Memorial Library.

EXTERNAL

a) Occasional contacts may be required to secure, present or discuss data, as may be pertinent to a specific problem or assignment.

b) Frequent and varied contacts may be required to secure, present or discuss data, as may be pertinent to a specific problem or assignment.

c) Regular contacts which involve consultation on general problems and preparation of suggestions and recommendations, in order to determine effective action.

d) Contacts which may result in significant enhancement of or damage to the University Library System's reputation. Contacts may be required to coordinate efforts between institutions.

e) Regular contacts of such a nature that their development and maintenance may result in the enhancement of or damage to the University Library System's reputation. Regular contacts may be required to coordinate efforts between institutions.

INTERNAL

1) Occasional contacts outside the unit or department may be required to fulfil job requirements, but are not a significant feature.

2) Frequent contacts with other units or departments are required to secure, present or discuss data pertinent to an immediate or specific problem.

3) Regular contacts of a routine nature with other units or departments are required to discuss mutual problems and procedures at the working level.

4) Frequent contacts with other units or departments are required to consult on policies and procedural issues, to present suggestions and recommendations, and to obtain cooperation and/or approval of action.

5) Regular contacts to coordinate effort between major segments of the University Library System or major phases of activity, or regular contacts which may have considerable impact on harmonious relations within the University Library System, are required.

SUPERVISION

Responsibility for personnel in a supervisory capacity including all aspects of staff management: assessing, selecting, motivating, and evaluating. This factor takes into account the amount of time involved as well as the level of authority.

Alpha	**ADMINISTRATIVE:**	Involvement with staff management: assessing, selecting, developing, motivating and evaluating personnel. Also includes: acquiring, planning, organizing and coordinating human resources as well as formulating and applying human resources policies.
Numeric	**OPERATIONAL:**	Actual responsibility for getting the work done, which covers the type of jobs directly supervised, the variety of work supervised,and the size of the employee group but not the level of jobs supervised. This factor includes supervision of work done without administrative responsibility and may involve assigning work to individuals and ensuring that quality and accuracy are maintained within appropriate time frames.

NB: It should be noted under the special circumstances of the University Library System that two or more employees working part-time in a unit or department may require more supervision than the equivalent number of hours of employees working full-time.

ADMINISTRATIVE

a) Only occasional and minor administrative supervisory responsibility.

b) Responsible for selecting, training and evaluating part-time staff, including student assistants, and/or responsible periodically for some administrative functions of supervision and training of full-time staff; acts primarily in an advisory capacity.

c) Responsible for the administrative functions of supervising a group of up to 10 people performing one or two discrete functions.

d) Responsible for the administrative functions of supervising more than 10 people or at least three groups performing discrete functions.

e) Responsible for setting internal human resources policies, planning, allocating and acquiring human resources within a major segment of the University Library System.

OPERATIONAL

1) Responsible for the quality and accuracy of one's own work, with only occasional and minor supervisory responsibility for the tasks of others.

2) Responsible for the tasks done by up to one full-time equivalent employee, including student assistants.

3) Responsible for the tasks done by more than one and up to five full-time equivalent employees.

4) Responsible for the tasks done by more than five and up to nine full-time equivalent employees, or four or more if two discrete functions are involved.

5) Responsible for the tasks done by more than nine full-time equivalent employees, or six or more if three or more discrete functions are involved.

SCOPE

This factor describes the actual breadth and depth of the position in terms of both administrative complexity and problem-solving. To evaluate the comparative independence and responsibility of positions consideration must be given to the complexity, number and magnitude of activities and responsibilities, taking into account bibliographic, budgetary, staffing, and other related matters.

Alpha **INDEPENDENCE:**

Extent of independence and degree of freedom of action required in carrying out the requirements of the position.

Numeric **RESPONSIBILITY:**

Responsibility is defined as administrative responsibility (responsibility for planning, initiating and carrying out programmes to meet objectives, and/or organizing and coordinating work functions) and/or problem-solving (responsibility for recognizing, defining and resolving matters arising from the work situation, including such research, committee work and instruction/teaching as is expected in the position).

INDEPENDENCE

a) Has latitude to carry out duties within established policies and procedures while major problems are directed to a supervisor.

b) Has latitude to set work goals, to choose methods of accomplishment and to determine appropriate time-frames on the basis of varied assignments given or approved.

c) Has latitude to determine priorities and to allocate resources to achieve objectives within departmental policy.

d) Has latitude to determine and evaluate departmental policy and to determine priorities and allocate resources within library policy.

e) Has latitude to determine, evaluate and implement policy, and to determine priorities and allocate resources to achieve objectives within a major segment of the University Library System.

RESPONSIBILITY

1. Responsible for carrying out specific assignments through the planning and scheduling of one's own work. Most problems are solved by the application of basic professional skills, including analytical techniques.

2. Problem-solving assignments are usually clearly defined but complex, requiring the necessary level of professional skills to determine all appropriate procedures and/or to evaluate the results,

   or

   Responsible for carrying out general assignments, for achieving objectives through the application of established policies and procedures and for evaluation of the results.

3. Responsible for consistently and regularly carrying out assignments defined in general terms, involving procedures which are both complex and highly variable,

   or

   Responsible for carrying out assignments and for substantial contribution to the development and interpretation of policy and practices in relation to a discrete function.

4. Responsible for analyzing and resolving complex and non-repetitive assignments occurring within broadly defined procedures involving simultaneous solution of many problems and requiring imagination, resourcefulness and analytical ability in the definition and solution of the problem.

   or

   Responsible for coordinating, interpreting, implementing and contributing to the development of library policy in relation to a number of discrete functions.

5. Responsible for broadly defined and far-reaching assignments requiring interpretation and coordination of reports and other information gathered from various sources.

   or

   Responsible for developing, coordinating and interpreting policy in a major segment of the University Library System at the planning level.

PERSONAL FACTORS

This factor measures the experience and professional accomplishments of the individual librarians. As such it contributes to the total evaluation of an incumbent librarian in a manner independent of the Position Accountability Statement for the position held by that librarian. It is the responsibility of each librarian to ensure that the Classification Committee has available to it the information necessary to properly evaluate the Personal Factors.

Alpha	**PROFESSIONAL ACHIEVEMENT:**	Contributions to librarianship independent of the requirements of the Position Accountability Statement are recognized, and may include consideration of additional relevant academic degrees and/or courses beyond the minimum academic qualification.
Numeric	**YEARS OF EXPERIENCE:**	Years of experience following the minimum academic qualification (normally M.L.S.), whether at McMaster or in another library or in appropriate relevant employment, will be established each year to the next highest half-year as at July 1. At the discretion of the Librarians' Classification Committee, experience credit can be given for up to one-half of the actual time worked in a pre-professional capacity.

PROFESSIONAL ACHIEVEMENT

In accordance with the philosophy forming the basis of the Professional Achievement Factor, it is neither expected nor necessary that every librarian work through all categories during her/his career. However, all categories should be open to all librarians and no maximum or minimum numbers of librarians should be associated with any category.

It is expected that in each category the librarian will have given evidence of broad or in-depth accomplishment, generally by meeting a range of the contributory factors noted below. Additional remuneration from outside sources is not seen to be a consideration.

As this factor reflects levels of fulfilled achievement, it is not expected that a librarian will fall below a particular level once that level has been reached.

A. BASIC CONTRIBUTION

Librarians in this category act within the normal requirements of a professional position.

B. ACTIVE CONTRIBUTION

Librarians in this category will have demonstrated a mastery of the skills and techniques of librarianship and evidence of the capacity to develop and extend professional and/or subject expertise. In general, librarians would not be expected to reach this level before having been in the profession at least four years.

Examples of contributory factors by which this expertise may be judged include:

- *service on committees of professional organizations*
- *presentation of papers, or publications in scholarly or professional journals or other publications*
- *service on Library and/or University committees which is not required in the librarian's position description*
- *teaching or otherwise contributing to the professional development of others*
- *significant efforts toward furthering her/his own education*

C. SIGNIFICANT ACHIEVEMENT

Librarians in this category must have demonstrated continuing significant achievement at the career level of librarianship, including evidence of active leadership within the profession, the Library, and/or the University.

Examples of contributory factors by which this contribution may be judged include:

- *expertise as used and recognized by the University or University Library System*
- *chairing of committees of professional library organizations*
- *service on the executive of a regional or provincial professional organization*
- *published research*
- *further study and research in subject specializations as evidenced, for example, by the attainment of an additional degree at the master's level*
- *extended creative or scholarly publishing or editing of a professional publication*
- *active participation in professional development activities*

D. BROAD PROFESSIONAL ACHIEVEMENT

Librarians in this category must have demonstrated consistent and long-term professional concern and achievement, as well as consistent service to the Library, University, and/or broader community, by virtue of special professional/academic competence.

Examples of contributory factors by which this achievement may be judged include:

- *membership on the executive of a national or international professional organization*
- *directing or chairing a chapter or regional professional organization*
- *substantial involvement in professional activities and professional education*
- *advanced study and research in library and/or subject specialization, as evidenced, for example, by the attainment of a degree at the doctoral level*
- *generally recognized scholarly work*

E. OUTSTANDING ACHIEVEMENT

Librarians in this category will have records of outstanding professional accomplishment.

Examples of contributory factors by which this accomplishment may be judged include:

- *professional/scholarly awards*
- *outstanding scholarly contributions in the form of widely recognized research, publications and/or presentations*
- *international professional recognition*

****

YEARS OF EXPERIENCE

1. Basic qualification and up to 2 years of professional experience
2. Basic qualification and more than 2 but less than 5 years of professional experience
3. Basic qualification and more than 5 but less than 10 years of professional experience
4. Basic qualification and more than 10 but less than 20 years of professional experience
5. Basic qualification and more than 20 years of professional experience

(END OF MANUAL)

REVISED JULY,1989

Classifying Librarians: A Numerical Example

The following is a numerical example of the assignment of points in the classification of librarians. It assumes some familiarity with the manual dated July, 1989.

Each position accountability statement is evaluated under each of the three classification factors. This actually involves six decisions, since these factors all require separate alphabetic and numeric ratings. Within *Relationships and Communications* for instance, the *external* contacts associated with the position are assigned an alphabetic classification, guided by the description on page C-3 of the manual, and the *internal* contacts receive a numeric classification (page C-4). Furthermore, within each alphabetic or numeric rating, the position is declared to be low, medium or high, with the obvious interpretation. Once complete, this might result in a set of outcomes that looks as follows: *Relationships and Communications*—B high, III low; *Supervision*—C medium, II high; *Scope*—D low, III medium.

The next step is the determination of the points subtotal for the position. A grid that assigns values to any combination of alphabetic and numeric ratings provides a total for each factor. A mock grid is attached,[1] to help in the explanation of this process. Using the sample outcome from the previous paragraph, B high, III low translates into 15 points, C medium, II high yields 16 points, and D low, III medium gives 22 points.

Page C-1 of the manual indicates the weight for each of the three factors. Thus is the points subtotal for the position obtained. For *Relationships and Communications*, 15% of 15 is taken; this is added to 15% of the 16 points for *Supervision*, and 45% of the 22 points for *Scope*. Overall then, the points total for the position is given by

$$(0.15 \times 15) + (0.15 \times 16) + (0.45 \times 22) = 14.55.$$

Note that the weights add up to only 75%. The remaining 25% is determined from a further classification, this time of the incumbent rather than the position. Specifically, an alphabetic rating of A, B, C, D, or E, again further subdivided into low, medium or high, is assigned to *Professional Achievement* using as a guide the description on pages C-12 to C-14 of the manual. Then a numeric rating is assessed, based on years of service as a librarian, and the points associated with the alphabetic and numeric category are read from the same grid as that used before. To continue the numerical example, if the individual is B high, IV low, this yields 19 points, and 25% of this, or 4.75, is added to the points total for the position.

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[1] The actual grid used, which differs from the mock grid only in the number assigned to each cell, is an expanded version of that used by previous classification committees. The original grid did not allow the alphabetic and numeric evaluations to be separately assessed as low, medium or high; in all other respects, the old and new grids are identical.

NUMERIC FACTOR

ALPHA FACTOR		I			II			III			IV			V		
		L	M	H	L	M	H	L	M	H	L	M	H	L	M	H
A	L	1	2	3	5	6	7	9	10	11	13	14	15	17	18	19
	M	2	3	4	6	7	8	10	11	12	14	15	16	18	19	20
	H	3	4	5	7	8	9	11	12	13	15	16	17	19	20	21
B	L	5	6	7	9	10	11	13	14	15	17	18	19	21	22	23
	M	6	7	8	10	11	12	14	15	16	18	19	20	22	23	24
	H	7	8	9	11	12	13	15	16	17	19	20	21	23	24	25
C	L	9	10	11	13	14	15	17	18	19	21	22	23	25	26	27
	M	10	11	12	14	15	16	18	19	20	22	23	24	26	27	28
	H	11	12	13	15	16	17	19	20	21	23	24	25	27	28	29
D	L	13	14	15	17	18	19	21	22	23	25	26	27	29	30	31
	M	14	15	16	18	19	20	22	23	24	26	27	28	30	31	32
	H	15	16	17	19	20	21	23	24	25	27	28	29	31	32	33
E	L	17	18	19	21	22	23	25	26	27	29	30	31	33	34	35
	M	18	19	20	22	23	24	26	27	28	30	31	32	34	35	36
	H	19	20	21	23	24	25	27	28	29	31	32	33	35	36	37

V. FINANCIAL AND STAFF BENEFIT PROVISIONS

A. SALARY ADMINISTRATION

1. POLICIES AND PROCEDURES

The policies and procedures described here apply to all positions in the Queen's University Libraries held by Librarians.

That part of the salary administration process which results in the determination of a salary for an individual may be considered to comprise five stages:

a. Determination of duties and responsibilities

b. Description of duties and responsibilities

c. Evaluation of position as described

d. Salary grading

e. Salary setting

Only the last stage includes consideration of the service and performance of a Librarian; the first four deal solely with the nature of the position.

It is a policy objective of Queen's University to compensate all staff fairly for their contributions to the institution to the fullest extent of the University's ability to do so. Arranging for additional compensation beyond that defined by these policies for work already being paid for by the University obviously is unfair and is not an acceptable practice.

a. Determination of Duties and Responsibilities

1) Each Unit Head or Faculty Librarian, in consultation with the Associate or Chief Librarian, as appropriate, is responsible for determining the duties and responsibilities of the positions in the Unit or Faculty Library. Librarians in the affected positions are directly involved in this process.

2) Once a decision has been reached regarding the duties and responsibilities of a position, the salary to be applied to that position is determined by the policies outlined in this manual [i.e., the Librarians' Handbook] and not by the budget of the Unit or Faculty Library.

3) Care must be exercised in the design of positions and organization structures as starting salaries

are not necessarily set at the minimum hiring rage (see #e: Salary Setting below) and this can have an impact in budget planning for the establishment of new positions.

b. **Description of Duties and Responsibilities**

1) Every position should have its duties, responsibilities and objectives fully specified in a written job description.

2) Unit Heads and Faculty Librarians are responsible for preparing descriptions of duties, responsibilities and objectives for jobs in that Unit or Faculty Library. Assistance is available from the Assistant Librarian (Personnel). Librarians in the affected positions are directly involved in this process.

3) Job descriptions should be updated when duties, responsibilities or objectives change or when organization structures directly affecting the position change.

c. **Evaluation of Jobs**

1) The University Personnel Services Department is responsible for administering the process whereby the duties and responsibilities of Librarian jobs are evaluated in relation to others in the University. The Chief Librarian (or her delegate) will work closely with it regarding the implications of planned organizational changes for job evaluation and salary adjustment.

2) A request for re-evaluation of a job should normally come to Personnel Services from either the Chief Librarian or from the Librarian in the position. On rare occasions, Personnel Services may initiate a request that a job be re-evaluated.

3) A job must be evaluated under the following conditions:

   a) When a new or changed vacant position is being posted. In this case, a tentative evaluation is carried out by the Assistant Librarian (Personnel) in consultation with the appropriate supervisor and the Chief Librarian to arrive at an appropriate salary range for the posting.

   b) When the duties and responsibilities of a position or its surrounding organization structure change significantly. In this case, the updated position guide signed by the incumbent, the immediate supervisor(s) and the Chief Librarian must be submitted for re-evaluation in accordance with the usual process.

4) It is strongly recommended by the University Personnel Services Department that jobs be re-evaluated at least every five years. Furthermore, it is Library policy that position guides be reviewed and updated as necessary at least every three years.

5) It is vital that all members of the Library system appreciate the importance of unbiased job evaluation. To make the process of evaluation consistent across the University, the temptation to influence the outcome by exaggerated position guides or pressure should be resisted.

6) Job evaluations of Librarian positions are carried out by the Administrative Position Evaluation Committee responsible for evaluating jobs in University Salary Grades 4 - 17 by the 'point evaluation' method.

7) The point evaluation guide charts used by this committee are those provided by E.N. Hay and Associates, Canada, Ltd. They enable the evaluation committee to examine jobs in a consistent manner by assessing a standard set of factors for each job and comparing them to those for other positions on a factor-by-factor basis.

8) Members are appointed to the evaluation committee by the Principal on recommendation from the University Personnel Services Department following consultation with the Queen's University Staff Association and the Professional Librarians' Association of Queen's. Members of the committee (as of 1 April 1986) are listed at the end of this document.

9) Any salary adjustment produced through re-evaluation of a job will normally be made effective the beginning of the month in which the description was received for evaluation by the University Personnel Services Department Occasionally, it may be appropriate to make the adjustment retroactive to a specific date at which new responsibilities were assumed and/or the commitment to re-evaluate the job was made and communicated to Personnel Services.

10) In any case where a Librarian or the Chief Librarian feels that an evaluation is not appropriate, the entire evaluation process may be repeated with additional attention being paid to ensuring that the position guide is complete and clear so that the nature of the job is being

communicated clearly to the members of the evaluation committee.

11) In the case of a tentative evaluation being made to determine a salary grade for posting a new or changed vacant position, a signed description must be submitted to Personnel Services within six months of a Librarian's being appointed to the position. Any salary increase resulting from formal evaluation in such a case would be retroactive to the start of the appointment.

12) NOTE: As described above, a Librarian who believes that the job evaluation is inappropriate may request a review and re-evaluation of the position. The evaluation of a job may not be made the subject of a grievance under the grievance procedures outlined in the Librarians' Handbook. However, the failure to create a position guide or to have that description evaluated may be made the subject of a grievance under those procedures.

d. **Salary Grades**

1) All jobs are classified into salary grades according to their evaluations. Librarian salary grades from L1 through L10 have been established, as recommended by the Principal's Advisory Committee on Librarian Salaries.

2) Librarian salary range figures are updated annually and included in the Principal's annual letter to faculty members and professional librarians. For each grade, the salary figures indicate:

   a) The Minimum Hiring Rate, which represents the minimum salary to be paid to any individual in that grade.

   b) The Job Rate, to which a Librarian's salary will progress automatically in steps assuming a satisfactory level of performance.

   c) The Maximum Rate, the top of the range towards which a Librarian's salary will progress from the Job Rate by virtue of merit increases based on performance.

   d) The Step Size which is a division of the difference between the Minimum Hiring Rate and the Job Rate defined as follows:

      -- for L1 there will be six steps

      -- for L2 through L10 there will be five steps

e) The 1986/87 annual salary ranges are found at the end of this document.

e. Salary Setting

1) If a Librarian is already appointed to a newly re-evaluated position, or if the University is at the point of offering a new appointment to a Librarian, the actual salary to be paid comes under consideration. This is the first point at which the attributes of the individual (in contrast to the position) enter the process.

2) The Chief Librarian, with the advice of the Assistant Librarian (Personnel), and the University Personnel Services Department share the responsibility for salary setting.

   a) From the established salary range, the Assistant Librarian (Personnel) recommends an approximate appropriate position within the range, based upon the Librarian's length of service, relevant prior experience and amount of promotional increase if the position has been upgraded.

   b) The individual's starting salary may be set higher within the salary range (up as far as the job rate) based on the length and types of previous work experience which could contribute substantially to the individual's ability to perform the new job.

   c) The more similar the previous work and the higher its level (in terms of equivalent grade), the more credit per year will be granted, up to a maximum of a half-step year, i.e., half of the relevant range step for the salary grade in question.

   d) The Chief Librarian normally considers, within the above recommendation, the performance of the Librarian as recorded in the annual performance reviews and salary relationships within the Library system to maintain equitable treatment with other Librarians on staff.

   e) The figure used in salary setting is the 'nominal' salary, that is, the salary which would be paid for a full-time work week for a full year. Any adjustment for a part-time appointment or for a longer than normal work week produces the 'actual' annual salary.

2. SETTING A SALARY AT HIRING TIME

a. A Librarian's salary may be set at the Minimum Hiring Rate for the grade of the position to which he or she is appointed if that Librarian is hired from outside the Queen's University Libraries with no prior relevant experience.

b. The starting salary may be set higher in the range based on previous experience as described in 1/e: Salary Setting, above.

c. Only in highly unusual circumstances may a Librarian be hired from outside the Library system at a salary above the Job Rate.

3. **ANNUAL SALARY ADJUSTMENT**

Effective each 1 July, salaries normally will be adjusted as follows:

a. For each Librarian whose salary has reached or passed the Job Rate for the grade of his or her position:

   1) The salary will be increased by a scale component.

   2) The salary will be increased by a merit component determination as described below.

b. For each Librarian whose salary is below the Job Rate for the grade of his or her position:

   1) The salary will be increased by one step in the salary range or to the Job Rate if it is reached in less than one full step. This increase may be withheld only where serious performance problems have been identified and prior discussions with the individual have taken place.

   2) The salary will be increased by a scale component.

   3) The salary will be increased by a merit component determined as described below.

c. The amount of each Librarian's merit increase is recommended by the Chief Librarian, based on the Librarian's annual performance review by his or her immediate supervisor. These recommendations are then reviewed by the Vice-Principal (Services) and the Principal to ensure as nearly as possible that the merit component has been handled equitably across each unit of the University.

d. The general figures for the scale component, the merit component for those below the job rate and the merit component for those above the job rate are announced each year by the Principal in advance of the salary review process. Once the review process has been completed, each Librarian receives a letter from the Principal containing his or her new salary and the dollar amount of each increase component.

e. Salary ranges are adjusted each 1 July and communicated to each Librarian by the Principal (cf. 4/b above).

f. The effects of this programme are:

   1) The salary of Librarians receiving the scale component will keep up with the annual increase in the salary ranges.

   2) The step component will provide fast progress through the salary range to the Job Rate, that is, to the Job Rate in a minimum of six years for Grade L1 positions, and five years for all other graded positions.

   3) The merit components will provide even faster progress through the range from the Minimum Hiring Rate to the Job Rate and will continue to provide progress through the range above the Job Rate.

   4) Once a Librarian's salary has reached the maximum of the range as a result of outstanding merit increases, the scale increase will be adjusted to ensure that the salary does not significantly exceed that maximum.

4. PROMOTIONS AND POSITION UPGRADES

a. A Librarian in a position classified in L1 or L2 will receive a promotion and related salary increase to L2 or L3 (as appropriate) through an internal Library decision process.

   1) Promotion from L1 to L2 is dependent on the individual Librarian's performance of assigned duties.

   2) Promotion from L2 to L3 is dependent on the individual Librarian's performance of assigned duties and on the needs of the Library.

   3) Such promotions are handled through the Chief Librarian's Advisory Committee on Reappointment and Promotion, with the advice of the Librarian's immediate supervisor(s).

b. A Librarian will receive a promotion and related salary increase (other than as noted in '1' above) when:

   1) He or she is appointed to a vacant position which is at a higher grade than that of the Librarian's previous position.

2) His or her current position is re-evaluated and assigned a higher grade.

c. When a Librarian has been promoted, his or her new salary will be calculated by the following two methods and the one which produces the higher salary will apply:

1) The salary will be placed in the range based on previous experience as described above in #5: Salary Setting.

2) The old salary will be increased by three percent for each grade the Librarian has moved up but not to beyond the maximum.

a) In the case of a promotion of several grades, the increase produced by this method may be moderated in consultation with the Chief Librarian if the resulting salary is inappropriately placed in the new salary range.

d. In the case of an evaluation of a job being performed for the first time, method 1 above will be applied to estimate the appropriate place in the range for the incumbent's salary.

e. Salary increases during the year for reasons other than promotion or upgrade of position are normally not approved. In a very few cases, adjustments will be considered where a salary is found to be out of line with established policy and there are reasons for not awaiting the next annual salary review.

5. FUNDING OF UPGRADES

a. Where job evaluation results in the upgrading of a job and a promotion, and where the changes in the job have been due to an evolutionary process or where the higher evaluation is simply due to a more thorough understanding of the job by the evaluation committee, the resulting salary increase funding will be provided by the University and added to the Library's budget base.

b. However, where planned organizational changes or reassignments of duties are being considered which may have a budgetary impact, the funding implications are discussed and arranged in advance with the Office of the Vice-Principal (Services).

6. SALARY REDUCTIONS

a. No Librarian's salary will be reduced because of a job re-evaluation which results in a lower salary grade.

b. However, if a Librarian voluntarily takes a lower graded position, his or her annual salary will be decreased by approximately 3% for each grade moved down, but the new salary shall not be greater than the maximum of the salary range for the grade of the new position.

c. If it is necessary to bring a salary back within its appropriate range, this will be done gradually in the annual review process, usually by reducing the scale increase component.

7. ACTING PAY

a. Acting Pay is additional salary paid to Librarians who assume, at the request of the Library Administration, all or a significant part of the responsibilities of jobs of a higher grade than their regular ones.

b. In the case of a Librarian's taking on the full responsibilities of a higher-graded job, the amount of the acting pay is determined according to the policy for promotions and position upgrades stated above.

c. In the case of a Librarian's taking on a significant part of the responsibilities of a higher-graded job, a description of the revised duties of the position should be referred to the Chief Librarian and the Assistant Librarian (Personnel) for a tentative evaluation which can be confirmed by a formal Committee evaluation if necessary.

d. Under most circumstances, acting pay will only be considered when the period of higher responsibilities is in excess of six weeks. However, if the Librarian is entitled to acting pay, this compensation is earned from the first day the higher responsibilities are assumed.

e. Funding for such situations must come from existing resources within the Library's budget such as those that might be available from the vacant position or Library casual funds.

f. If the period of increased responsibility is six months or less, the additional amount required will be paid by cheque requisition and not incorporated into normal monthly salary.

g. If the period of increased responsibility is more than six months, the additional amount required will be included with the normal monthly salary cheque for the period in question.

8. COMMUNICATION OF SALARY-RELATED INFORMATION

a. Confidentiality

1) A Librarian's salary is private and confidential information to be known only to

a) the Librarian

b) the Librarian's direct supervisor

c) other Library personnel for administrative purposes as directed by the Chief Librarian

d) senior administrators of the University with responsibilities relating to the salary involved.

e) certain personnel in Personnel Services, Financial Services, Resources Planning and University Information Systems who must deal with salary data in their work.

In general, an individual's salary information should remain restricted to those with a need to know it.

b. Unnecessary and indiscriminate discussion of salary information among those who have legitimate access to it is a violation of this policy of confidentiality.

c. Seeking or gaining unauthorised access to salary data, its misuse or improper disclosure by any person is considered a serious breach of privacy.

9. ACCESS TO SALARY INFORMATION

a. The grades and salary ranges for all Library positions are public information. The guide charts used by the Administrative Position Evaluation Committee are freely available for examination and their use is the subject of training seminars held from time to time which are open to all staff.

b. Salary range data for all posted positions are included in postings of professional vacancies as issued from time to time.

c. Position guides of posted professional vacant positions are available to applicants on request from the Administration Office in Douglas Library. Position guides for all Librarian jobs, whether evaluated or merely in process, are also available for consultation in the same Office.

10. COMMUNICATIONS IN GENERAL

a. The final results of any salary-related action, such as job re-evaluation, will be communicated by the Assistant Librarian (Personnel) to the Librarian at the end of the process.

b. Full details of the components of each annual salary increase are included in the salary information letter to each Librarian from the Principal.

c. The success of salary information policies largely depends on reliable and effective communication between a Librarian, his or her immediate supervisor, and the Chief Librarian. Discussion and access to relevant information concerning all factors affecting his or her salary and general terms of appointment are available to every Librarian.

QUEEN'S UNIVERSITY LIBRARIES
TYPICAL CHARACTERISTICS OF LIBRARIAN SALARY GRADES

1 July 1988

SALARY GRADE L1	Entry level. No professional experience required. Assigned to duties as general reference librarian or cataloguer and expected to develop professional techniques, particularly as they pertain to the Queen's Library system. Appointed as General Librarian Typical jobs: Reference Librarian; Cataloguer
SALARY GRADE L2	Professional experience of two or more years required. Having become familiar with the application of professional techniques, expected to use them while developing expertise and/or depth in a subject or functional area. Could be a career level. Generally appointed as Senior Librarian. Typical jobs: Reference Librarian; Cataloguer; Technical Services Librarian; Public Services Librarian; Assistant Education Librarian; etc.
SALARY GRADE L3	Professional experience of five or more years. This is a 'cross-over' grade which includes subject specialists and junior administrators. Assignment to the latter responsibilities dependent on occurring vacancies, while designation as a specialist is dependent on the strengths of the individual librarian and the needs of the organizational unit. Generally appointed as Senior Librarian and promoted to Principal Librarian within 2 or 3 years if appropriate. Typical jobs: Reference Librarian; Cataloguer; Public Services Librarian; Assistant Education Librarian.

SALARY GRADE L4	Professional experience of seven or more years Positions in this salary grade have responsibility for both subject expertise and management skills. May be Heads of small specialised Units, or responsible for a widely distributed number of service points. Typical jobs: Technical Services Librarian; Public Services Coordinator.
SALARY GRADE L5	Professional experience of ten years or more. Heads of the mid-sized Units in the system (Information/Reference, Central Collections Services, Special Collections, Serials, Orders) Expected to be familiar with Library system and University as a whole, and to have developed excellent management skills. Typical jobs: Serials Librarian; Order Librarian; Curator of Special Collections; Head, Central Collections Services Unit; Science/Engineering Librarian; Head, Information/Reference Unit.
SALARY GRADE L6	Professional experience of ten years or more. Heads of major library units: Documents; Cataloguing; Acquisitions. Expected to be familiar with Library system and University as a whole, to have developed excellent management skills and to have demonstrated leadership capabilities. Typical jobs: Head, Documents Unit; Head, Acquisitions Unit; Head, Cataloguing Unit.
SALARY GRADE L7	Professional experience of ten years or more. Positions in this salary grade are those of heads of the 3 professional faculty libraries (Education, Law, Health Sciences) or part of the Library's senior administration with Library system-wide responsibilities for a major function

(e.g., Systems, Personnel). Expected to be familia with Library system and University as a whole, to have developed excellent management and technical skills and to have qualifications and/or expertise in the special area of responsibility.

Typical jobs: Assistant Librarian (Personnel); Assistant Librarian (Systems and Development); Education Librarian; Law Librarian; Health Sciences Librarian

SALARY GRADE L8 [Undefined]

SALARY GRADE L9 Professional experience of ten years or more, and including service in a number of different Library areas. This position is part of the Library's senior administration, and has Library system-wide responsibilities for a broad grouping of the Library's areas, as well as deputising for the Chief Librarian in her absence. Expected to be thoroughly familiar with Library system and University as a whole, to have developed excellent management skills and to have a broad background in Library experience.

Typical job: Associate Librarian

SALARY GRADE L10 [Undefined]

SALARY GRADE L11 Chief Librarian

QUEEN'S UNIVERSITY LIBRARIES

LIBRARIAN SALARY RANGE INCREASES

Each year, the job rate is increased by the agreed scale increase (4.8% for 1991/92). The minimums and maximums are then adjusted to be -15% or +15% of the job rate, as appropriate. The range step is 3% of the difference between the minimum and job rates.

Librarians below the job rate receive the range step increase and scale increase. If near the job rate, they receive a range step to the job rate or $600, whichever is greater, and then scale. Librarians at or above the job rate receive merit increases based on annual performance reviews and then scale.

QUEEN'S UNIVERSITY LIBRARIES

LIBRARIAN SALARY RANGES, 1 JULY 1991 - 30 JUNE 1992

Grade	Minimum	Job Rate	Maximum	Range Step
L 1	30,945	37,135	44,565	1,240
L 2	33,900	39,885	47,862	1,200
L 3	36,550	43,005	51,600	1,295
L 4	39,610	46,605	55,925	1,200
L 5	43,130	50,735	60,890	1,525
L 6	47,260	55,605	66,725	1,670
L 7	51,940	61,120	73,335	1,840
L 8	57,400	67,535	81,040	2,030
L 9	63,680	74,910	89.890	2,250
L10	70,200	82,590	99,130	2,480
L11	76,885	90,450	104,020	2,715

AGREEMENT

between

Temple University

of the Commonwealth System of Higher Education

and the

American Association of University Professors/ American Federation of Teachers

AFL-CIO, Local 4531, Temple Chapter

July 1, 1988 – June 30, 1990

ARTICLE 1

RECOGNITION

Temple recognizes AAUP/AFT, pursuant to the final certification of the Pennsylvania Labor Relations Board of July 5, 1973 in Case Nos. PERA-R-1123-E and PERA-R-1137-E, as amended in Case No. PERA-U-87-266-E (PERA-R-1123-E) of July 14, 1987, as the exclusive collective bargaining representative of the employees of Temple University in the unit described below for the purpose of negotiating with respect to wages, hours, and other terms and conditions of employment:

> All full time faculty, including Department Chairpersons, employed at Temple University, full time professional librarians on the Paley Library budget or in other colleges and schools included in the bargaining unit, and non-faculty academic professionals as defined in Article 16. Excluded from the bargaining unit are Deans, Associate Deans, Assistant Deans, members of the faculty, librarians and support professionals serving outside the continental United States, the Medical School, Law School, Dental School and Hospital of Temple University, and all other non-faculty and professional employees, including teaching associates and graduate assistants, Computer Activity personnel and management, supervisors, and first-level supervisors and confidential employees as defined in Act 195.

ARTICLE 2

DEFINITIONS

1. University: The Temple University of the Commonwealth System of Higher Education.

2. Temple: The Board of Trustees, President, Vice Presidents, Deans, and such other supervisors and managerial personnel as defined in the Public Employee Relations Act 195. It shall not include department Chairpersons.

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10. Faculty: All full time employees of Temple University who hold faculty rank (such as, but not limited to, Instructor, Assistant Professor, Associate Professor or Professor) in a school or college included in the bargaining unit.

11. Presidential Faculty: All faculty who are tenured or on a term appointment signed by the President.

12. Librarians: All full time professional librarians functioning primarily as librarians, on the Paley Library budget or in other colleges and schools included in the bargaining unit.

13. Academic Professionals: Full-time employees whose work is necessary or adjunct to the teaching of students or to research functions of the University.

14. Gender: The masculine, feminine, and neuter gender as used in this agreement import one another. The singular number, as used in this Agreement, shall import the plural whenever applicable.

ARTICLE 3

NO DISCRIMINATION

Neither Temple nor the AAUP/AFT shall discriminate against or in favor of any employee because of race, color, creed, marital status, sexual orientation, national origin, political belief, political affiliation, sex, age, AAUP/AFT membership or non-membership. Neither party shall discriminate against a handicapped person who, with reasonable accommodation, can perform the essential functions of the job or activity in question.

ARTICLE 4

AFFIRMATIVE ACTION

Temple and the AAUP/AFT agree to cooperate in the implementation of the Affirmative Action Program.

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ARTICLE 15

APPOINTMENT, PROMOTION, AND TERMINATION OF SERVICE OF LIBRARIANS

A. Terms of Appointment

1. All full-time librarians within the bargaining unit shall be appointed for such terms of office as shall be provided in this statement of policy, subject to the provisions contained herein with respect to the termination of their appointments. The terms and conditions of every appointment shall be stated in writing and shall be in the possession of both Temple and the librarian before the appointment becomes effective.

2. Librarians shall be appointed initially for a term of one year and may be reappointed for 3 additional one year terms followed by a 2 year term and then by regular appointment.

a. A Committee defined by the Academic Assembly of Librarians will advise the Director on decisions to grant or not to grant reappointment during the first 4 years.

Review by a peer committee established by the Academic Assembly of Librarians shall be the first step in considerations for contract renewal, regular appointment and promotion. This peer committee shall submit its recommendations, and the reasons therefore, to the Director of Libraries and inform the individuals involved.

The Director shall inform in writing the individuals and the committee of his/her decisions, and the reasons for them within ten days after receiving the recommendations of the committee.

The Director's decision shall be made at least 90 days prior to the expiration of any contract. The Director's decision during the first 4 years is not subject to the grievance or arbitration provisions of this Agreement.

b. The probationary period shall consist of a series of terms amounting to six years.

(1) In the event that a librarian will not be granted a regular appointment, a termination of contract notice must be provided in writing at least six months prior to the expiration of his/her sixth year or he/she shall be granted a one-year terminal contract for his/her seventh year of service.

(2) A librarian initially hired at the L1 rank must be promoted to the L2 rank within six years or he/she will receive a terminal one-year contract (or a six months notice of termination).

(3) The first one year appointment shall terminate on the first June 30 following initial appointment.

3. A librarian's base salary is for a work year which includes eight weeks scheduled off per year. Any librarian who works additional week(s) or day(s) shall receive additional compensation at the rate of 2.4% of the base salary per additional week worked. Time off will be assigned in one block of at least four weeks and the remainder to be taken at the employee's request with approval of the Department Head. On or before May 1 of a given year, the Director shall inform each librarian of that librarian's four week block of scheduled time off for the following July 1-June 30 period. Such assignments shall be made after consultation with the librarians as to their time off preferences. No librarian may be required to work for more than 11 months during any July 1 - June 30 time period. Any changes in the assigned periods of work shall be by mutual agreement between the librarian and the Director, except that in the event of unforseeable circumstances assignments may be changed by the Director after consultation with the affected librarians.

B. Standards for Promotion and Completion of the Probationary Period

1. Criteria for promotion and completion of the probationary period shall include:

a. effectiveness of performance as a librarian.

b. continuing professional growth as demonstrated by scholarly activities such as continuing education, participation in professional activities, and contributions to the profession.

c. effectiveness of service to the library and/or to the University.

More specific criteria for promotion to the various grade levels and for completion of the probationary period and the relative weighting of these criteria shall be established by the Academic Assembly of Librarians. Promotion to L4 is to be granted on the basis of exceptional achievement in the context of a major university library.

2. Librarians may always be considered for completion of the probationary period after shorter periods of service than those specified above. Under exceptional circumstances, librarians with significant experience in the institution from which they come may be granted a regular appointment upon initial employment.

C. Procedures

1. Consideration for promotion and/or completion of the probationary period may be initiated at the appropriate time by any or all of the following:

a. librarians's immediate supervisor,

b. the appropriate Committee of the Academic Assembly,

c. library administration,

d. the librarian, or

e. any other member of the academic community.

2. All evaluations for reappointment, promotion, and regular appointment shall be through the appropriate Committee of the Academic Assembly and the list of candidates shall be sent to the Director.

E. Termination of Service by Temple

1. Written notice that an appointment is to be terminated because of retrenchment or non-renewal of a term appointment shall be given to a librarian as follows:

a. Three months for less than two years of service.

b. Six months after two years of service.

In each case, Temple shall have the option of substituting equivalent severance salary.

2. Termination of service of a librarian who has completed the probationary period or an appointment before the end of its specified term may be made only for retirement, just cause, or retrenchment.

3. Retrenchment of librarians within the Paley budget system or within another budget unit included in the AAUP/AFT bargaining unit shall be made according to the following order:

a. part-time librarians,

b. librarians on probationary appointment by inverse order of the date of hire within the library,

c. librarians who have completed the probationary period by inverse order of date of hire within the library.

In each of the above cases, it is recognized that the librarian possesses special skills, training, or education necessary for the continued operation of library programs and that librarians who have completed the probationary period may not be retrenched until after all part-time librarians and librarians on the probationary period are retrenched.

4. Temple shall make reasonable efforts to place retrenched librarians in other positions in the University.

5. Just cause means incompetence, grave misconduct, or neglect of duty.

6. A librarian who has completed the probationary period and who is terminated (except for retirement) or laid off shall be entitled to utilize the grievance and arbitration provisions of this Agreement.

F. Recall

1. Following a lay off due to retrenchment, any librarian laid off due to retrenchment shall be recalled in inverse order of lay off provided the librarian has the present ability to perform the work available. Laid off employees shall have recall rights for a period equal to their length of service but in no event for more than two years.

2. Upon receipt of such an offer in writing, a librarian shall have one month to decide whether to accept the offer.

G. Terminology

Throughout the contract, the term Director shall include both a reference to the Director of Paley Library and the Dean of any school or college in the AAUP/AFT bargaining unit which employs a librarian.

ARTICLE 16

APPOINTMENT, PROMOTION, AND TERMINATION OF SERVICE OF ACADEMIC PROFESSIONALS

A. Terms of Employment

1. Each full-time academic professional and the AAUP/AFT shall receive, at the time of employment, a letter setting forth a brief general description of the academic professional's duties, salary and any employment conditions particular to the individual academic professional.

2. a. The probationary period shall be two years.

B. Librarians and Academic Professionals

1. The average work week shall be 35 hours. The work load for librarians and academic professionals shall be fair, reasonable, and consistent with service and professional responsibilities to Temple.

2. Budget unit heads shall grant appropriate compensatory time off for hours scheduled and worked beyond the regular work week.

ARTICLE 18

SALARIES

A. Continuing Faculty

1. Effective September 1, 1988, each continuing faculty member of the bargaining unit shall receive an increase in annual salary as follows:

Professors	$2,500.
Associate	$1,900.
Assistant	$1,550.
Instructor	$1,350.

2. Effective September 1, 1989, each continuing faculty member of the bargaining unit shall receive an increase in annual salary as follows:

Professors	$2,600.
Associate	$2,000.
Assistant	$1,650.
Instructor	$1,400.

B. Librarians

1. Effective September 1, 1988, each librarian in the bargaining unit shall receive an increase in annual salary as follows:

L4	$1,620.
L3	$1,326.

L2	$1,097.
L1	$1,014.

2. Effective September 1, 1989, each librarian in the bargaining unit shall receive an increase in annual salary as follows:

L4	$1,701.
L3	$1,392.
L2	$1,152.
L1	$1,065.

3. Effective December 1, 1988, librarians hired as of June 30, 1988 shall be entitled to a one-time bonus payment of $150.00.

4. Effective December 1, 1989, librarians hired as of June 30, 1989 shall be entitled to a one-time bonus payment of $150.00.

C. Academic Professionals

1. Effective September 1, 1988, each continuing academic professional in the bargaining unit shall receive an increase of five (5%) percent of annual salary as of June 30, 1988.

2. Effective September 1, 1989, each continuing academic professional in the bargaining unit shall receive an increase of five (5%) percent of annual salary as of June 30, 1989.

3. Effective December 1, 1988, academic professionals hired as of June 30, 1988 shall be entitled to a one-time bonus payment of $150.00.

4. Effective December 1, 1989, academic professionals hired as of June 30, 1989 shall be entitled to a one-time bonus payment of $150.00.

D. Salary Minima

The following annual salary minima will apply to all faculty:

Instructors	$23,000.
Assistant Professors	$25,000.
Associate Professors	$29,000.
Professors	$35,000.

The following salary minima will apply to all librarians:

Grade L1	$17,640.
Grade L2	$19,845.
Grade L3	$22,050.
Grade L4	$24,255.

The following salary minima will apply to all academic professionals:

Grade L7	$11,496.
Grade L8	$12,403.
Grade L9	$13,413.
Grade L10	$14,469.
Grade L11	$15,643.
Grade L12	$16,908.
Grade L13	$18,289.
Grade L14	$19,769.
Grade L15	$21,329.
Grade L16	$23,021.
Grade L17	$25,093.

These annual minima will be applied after across-the-board increases are made.

E. Additional Increases for Promotion

Any faculty member or librarian who is promoted in rank or grade level, effective any July 1, shall receive a promotional increase, effective the following January 1, of 5 percent of the promoted individual's salary as of the preceding June 30.

In any year, the amount granted for promotion shall be reduced by the amount of the increase received the prior July 1 due to the application of salary minima.

F. Miscellaneous

1. Compensation for Summer or Other Third Academic Semester.

Summer or other third academic semester teaching shall be paid at the rate of 3 percent of the preceding academic year salary for each semester hour taught, provided that this rate does not exceed a maximum rate of $1,000. for each semester hour taught.

2. Compensation for Overload Teaching

Compensation for overload teaching by bargaining unit faculty during the academic year shall be as follows:

Instructor	$400. per semester hour
Assistant Professor	$450. per semester hour
Associate Professor	$525. per semester hour
Professor	$600. per semester hour

3. Increased Compensation

In the event that Temple wishes to pay any member of the bargaining unit in terms more favorable than those set forth herein, it may do so with a detailed rationale to the AAUP/AFT, as per the agreed upon guidelines.

4. Matching Offers

When the departmental faculty, Chairperson, and Dean wish to retain a faculty member who has a bona fide offer (in writing) from another institution, Temple (with the approval of the departmental faculty and the Chairperson) may offer a competitive salary adjustment to attempt to retain the individual without the prior approval of the AAUP/AFT. In the event that a salary

[redacted]

MEMBERSHIP -- Five members will be appointed by the Steering Committee of the Academic Assembly of Librarians excluding ex officio members. The five members will be selected as follows:

- One member for each Librarian Rank (L1, L2, L3, L4)
- One Department Head

FUNCTIONS AND PROCEDURES -- The Committee will solicit letters of nomination and appropriate documentation from all who are eligible to nominate or be nominated. The letter of nomination and brief accompanying documentation (if any) should be explicit both as to the category under which merit is recommended and the reasons for it. Gaps in the documentation or failure to receive nomination are the responsibility of the individual eligible librarian. Nominators should inform nominees who may themselves wish to add documentation of meritorious activity. This is to assure that the committee will have sufficient information on which to base their decision. The Committee will conduct no additional investigation.
The Committee will review the documentation for each candidate and prepare a recommendation for the Director that will indicate:

1) Whether merit is recommended for the candidate

2) At what level (e.g.: A, B, C)

3) Reasons for the recommendation and the level drawn from the documentation itself.

When members of the Committee on Merit are themselves under Committee consideration, they will absent themselves from discussion. The recommendations for nominated committee members will be forwarded separately to the Director by Committee members selected for that purpose. Likewise, the Department Head member of the Committee on Merit will absent him/herself from the consideration of librarians in his/her department.

All nominations, letters, and documentation will be forwarded to the Director of Libraries along with the Committee's recommendations. The Director will carry the process forward as defined in the "Policy for Merit Awards for Librarians".

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[redacted]

All Librarians in the bargaining unit are elibigle for consideration for merit awards. Merit awards shall be given only for the recognition of librarians' outstanding performance in one of the four categories listed and defined below. The period to be considered for merit awards will be July 1 to June 30 of any applicable fiscal year.

CRITERIA --

Merit awards may be given by Temple on the basis of any of the following categories:

Category 1 -- Outstanding performance as relates to the Librarian's position description.

Category 2 -- Outstanding contributions OR SERVICE to the profession of librarianship. Such contributions may be in the form of papers, scholarship, publications, presentations, or professional activities.

Category 3 -- Outstanding service to the libraries, to academic departments, colleges, schools or the University.

Category 4 -- Outstanding special achievements. This category shall include librarians judged to have made:

A) Unique or valuable contributions to Temple University at any level and to the community.
B) Achievements in more than one of the first three categories, provided that the person's achievements, when taken as a whole, are clearly outstanding.

THE PROCESS --

Nominations for merit awards based on the previous fiscal year's activities may be made by letter by librarians themselves or colleagues, Department Heads, or Associate Directors. Nominating letters and supporting documentation will be sent to a Committee of Academic Assembly of Librarians (AAL) selected by AAL for that purpose. The Committee will forward to the Director all documentation and letters received for each candidate with a recommendation on level of merit the Committee recommends for each librarian and the reasons for that recommendation.

In reviewing these nominations, the Director will consult with Associate Directors and Department Heads who may recommend adjustments to the AAL Committee proposed merit levels stating the reasons therefor. When the Director's review is complete and on the basis of the assembled documentation, the Director will prepare a list of librarians proposed for merit awards and the number of units recommended and a summary of the reasons for each award. Temple will publish the list of awards and the reasons. A copy of the list shall be forwarded to TAUP.

All documentation will be retained in the Library Personnel office.

**This document supersedes pp. 33-36 in Agreement.

TERMS OF ~~PROPOSED~~ SETTLEMENT

ACROSS-THE-BOARD SALARY TERMS:

9/1/90	9/1/91	1/1/92	7/1/92	7/1/93	1/1/94
5%	5%	1%	5%	5%	2%

a) Two January increases for faculty will be "faculty differentials."
b) Two January increases for academic professionals and librarians will be "increased compensation" and will be added to their base salaries.

TERMS OF AGREEMENT: July 1, 1990, through October 15, 1994.

Side Letter - Terms Of Agreement

It is understood and agreed that the October 15, 1994, contract expiration date does not preclude the parties from negotiating different effective dates for salary increases in subsequent agreements, nor does it set a precedent for the starting and expiration dates of subsequent agreements.

INCREASED COMPENSATION/COMPRESSION POOL:

	Increased Compensation	Compression	Total Poo
Effective 1/1/91	$300,000 over calendar year	$200,000	$500,000
Effective 1/1/92	$250,000 over calendar year	$200,000	$450,000
Effective 1/1/93	$200,000 over calendar year	$200,000	$400,000
Effective 1/1/94	$200,000 over calendar year	$200,000	$400,000
TOTAL MONIES	$950,000	$800,000	$1,750,000

CRITERIA FOR IMPLEMENTATION OF SALARY COMPRESSION FUND ANNUALLY:

a) Minimum of 10 years' service.
b) Academic year salary equal to or less than the following threshold rates of pay applying each year after the addition of the across-the-board salary increases.

	Professor	Associate	Assistant
1/1/91	$55,000	$44,500	$35,000
1/1/92	$58,300	$47,170	$37,100
1/1/93	$61,800	$50,000	$39,300
1/1/94	$65,500	$53,000	$41,650

c) 60% of annual funds apply to professors;
40% of annual funds apply to associates and assistants.

d) All salary compression units for qualifying professors each year are equal; all salary compression units for qualifying associates and assistants each year are equal.

e) Seventy-five hundred dollars ($7,500) of the established Compression Pool shall be allocated to academic professionals and librarians for each year of the Contract. These monies shall be granted based on a minimum of ten years continuous service.

INCREASED COMPENSATION FUNDS: Annually to be added to the base salary for those who are eligible, as per the guidelines in effect under the previous contract. The union shall have the right to appeal individual decisions based on an obvious lack of evidence and documentation to warrant the increased compensation. The appeal will be sent to the Associate Vice President for Personnel Administration. The final decision will be determined by the Provost. The final decision will not be subject to grievance or arbitration.

MERIT (FACULTY AND LIBRARIANS): Additional annual merit pool of 1% of the total faculty and librarian salary base will be applied for individual merit as of 1/1/91; 1/1/92; 1/1/93; and 1/1/94. Merit procedure as in previous contracts, each unit = $600 for faculty, $350 for librarians.

ACADEMIC PROFESSIONALS:

1/1/91	$150 annual bonus
1/1/92	$150 annual increase added to base salary
1/1/93	$200 annual bonus
1/1/94	$200 annual increase added to base salary

SALARY ADJUSTMENTS:

1. Exceptional award salary adjustments may be made by the Provost. In the event Temple wishes to make a salary adjustment to an individual faculty member in an amount greater than that provided for in the contract, Temple may do so in exceptional cases based on extraordinary performance or achievement. Temple shall inform the TAUP in writing within ten days of such a salary adjustment.
2. The Deans are responsible for nominating individuals for such salary adjustments.
3. Each year, a sub-committee of the Laura Carnell Professors shall be appointed by the Provost to advise on the nominees put forward by the Deans. The Provost shall have final decision, and state the reasons for such awards.

Side Letter - Salary Adjustments

An amount of up to $250,000 may be utilized for exceptional award salary adjustments over the term of this Agreement.

SALARY MINIMA: The following salary minima are effective September 1, 1990, after across-the-board increases have been applied:

FACULTY	Rank	Salary Minima
	Instructor	$24,000
	Assistant	27,500
	Associate	35,000
	Professor	40,000

LIBRARIANS	Level	Salary Minima
	L01	$21,000
	L02	23,100
	L03	25,400
	L04	28,000

ACADEMIC PROFESSIONALS

Grade	Salary Minima
L07	$13,319
L08	14,371
L09	15,540
L10	16,764
L11	18,134
L12	19,590
L13	21,190
L14	22,904
L15	24,712
L16	26,672
L17	29,073

STUDY LEAVES: A faculty member on half-year study leave shall receive full salary up to a maximum of:

1990-91	$30,000
1991-92	$34,000
1992-93	$38,000
1993-94	$42,000

SUMMER RESEARCH AWARDS: Effective in 1991, each award shall carry a $3,500 stipend. Effective in 1992, each award shall carry a $4,000 stipend. Effective in 1994, each award shall carry a $4,500 stipend.

SUMMER OR OTHER THIRD ACADEMIC SEMESTER: Effective in 1991, the maximum rate for each semester hour taught shall be $1,100. Effective in 1994, the maximum rate for each semester hour taught shall be $1,200.

COMPENSATION FOR OVERLOAD TEACHING: Effective 9/1/90, rate for overload teaching will be:

Instructor	$500 per semester hour
Assistant Professor	$550 per semester hour
Associate Professor	$625 per semester hour
Professor	$700 per semester hour

SPEC

SYSTEMS AND PROCEDURES EXCHANGE CENTER

SELECTED READINGS

ASSOCIATION OF RESEARCH LIBRARIES OFFICE OF MANAGEMENT SERVICES

Selected Readings

Dowell, David R. "Sex and Salary in a Female-Dominated Profession," *The Journal of Academic Librarianship* 14 (May 1988): 92-98.

Dudda, Frederick. "Compensation Management," in *Personnel Administration in Libraries*. New York: Neal-Schuman Publishers, 1989, 221-246.

Meyer, Richard W. "Librarian's Salaries: Paid What We're Worth?," *College and Research Libraries News* 51:6 (June 1990): 504-509.

Owen, Will and Walter D. Stine. "Linear Programming Management Systems: A Case Study," *Library Software Review* 9 (November/December 1990): 373.

Preston, Gregor A. "The Effect of Financial Compensation Policy on the Attitudes of Department Head Librarians at the University of California," in *Building on the First Century, Proceeding of the Fifth National Conference of the Association of College and Research Libraries*. Chicago: Association of College and Research Libraries, 1989: 281-285.

Welch, Jeanne M. and Linda Dugger, "Suggested Guidelines for Salary Determination in an Academic Library," *The Journal of Academic Librarianship* 14 (January 1989): 366-371.